

**Board of County Commissioners**  
**Leon County, Florida**

**Workshop on Performing Arts Center**

**January 9, 2007**  
**1:30pm-3:00pm**

**Leon County Board of County Commissioner Chambers**  
**Leon County Courthouse, 5<sup>th</sup> Floor**

**This document distributed: January 2, 2007**

## **Board of County Commissioners Workshop**

Date of Meeting: January 9, 2007

Date Submitted: January 3, 2007

To: Honorable Chairman and Members of the Board

From: Parwez Alam, County Administrator  
Alan Rosenzweig, Assistant County Administrator

Subject: Performing Arts Center

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### **Statement of Issue:**

This workshop item discusses options related to the overall financing of the Performing Arts Center.

### **Background:**

The following is a brief background on actions taken to date by the Board as it relates to the Performing Arts Center:

- August 26, 2003: The Board accepts the cultural plan which calls for the establishment of the Performing Arts Center. The Cultural Plan Advisory Committee requests that the 4<sup>th</sup> cent tourist tax be imposed to support the Performing Arts Center (Attachment #1).
- January 13, 2004: The Board approves the establishment of the Performing Arts Center Committee and its membership (Attachment #2).
- June 8, 2004: The Board approves the Downtown CRA Interlocal Agreement with the City of Tallahassee. The agreement calls for the imposition of the 4<sup>th</sup> cent tourist tax for the sole purpose of supporting the Performing Arts Center (Attachment #3).
- October 12, 2004: The Board conducts a public hearing and authorizes the imposition of the 4<sup>th</sup> cent tourist tax (Attachment #4).
- November 10, 2004: The Board authorizes, based on the approval of the CRA Project Review Committee, the expenditure of a portion of the 4<sup>th</sup> cent tax. The funds were used for the hiring of a consultant, Theatre Projects Consultants, for the Performing Arts Center (Attachment #5).
- December 13, 2005: The Board directed staff to work with the City and the Performing Arts Center Committee to evaluate sites for the Performing Arts Center and to review funding options to support the overall construction of the facility (Attachment #6).
- June 13, 2006: The Board accepts the Johns Building as the site for the Performing Arts Center and directs a workshop be scheduled for the overall financing of the facility (Attachment #7).
- July 11, 2006: The Board directed the September workshop be rescheduled to August 22 regarding the overall financing of the Performing Arts Center. In addition, the Board

directed a public hearing be scheduled for the same day to consider the imposition of the 5<sup>th</sup> cent tourist development tax.

- July 27, 2006 and August 14, 2006: In preparation for the originally scheduled workshop, the County Administrator requests clarification from the City Manager of the City's intent regarding the Johns Building. The City Manager responded and stated that the City had "set the property aside until a plan could be developed that would confirm funding for a performing arts center, both for construction and on-going operational costs." (Attachment #8)
- August 15, 2006: At the request of the Performing Arts Center Committee, the workshop and Tourist Development Tax public hearings scheduled for August 22, 2006 are cancelled (Attachment #9).
- August 22, 2006: The Board continues the Tourist Development Tax public hearing until January 9, 2007.
- December 11, 2006: During the annual retreat, the Board establishes the Performing Arts Center as a priority for 2007. The specific priority language states, "Continue dialogue with community partners on the development of a performing arts center, conduct a funding feasibility study, and consider funding options."

At this point in time, the Performing Arts Center Committee has completed its work. The Florida Center for Performing Arts and Education, Inc. (FCPAE), a 501(c)3, has been formed to support the creation of the Performing Arts Center. The Board is chaired by Sylvia Oaks, with the other members being Kim Williams, Rick Carroll, Paula Smith, Gayle Nelson, Andre Thomas and Rick Bateman. Staff has met with the Chair and members of the 501(c)3 to discuss their overall strategy as it relates to the long term financial planning for the Performing Arts Center.

#### **Analysis:**

Theatre Projects Consultants projected the overall cost of the facility to be \$113.7 million (Attachment #10). The amount does not include site cost. As reflected in Attachment #7, there are a variety of different funding sources that can and will need to be pursued in order to complete this project. At this point in time, it appears the following constitutes the most significant components of a financing plan:

1. Private Fund Raising: In discussions with the 501(c)3, they will be setting a preliminary goal of raising \$20 million. The members have stated that this will be the single largest private funding raising effort undertaken in our community.
2. State, Federal and Other Grant Sources: There are currently annual grants available of \$500,000 through the State Division of Cultural Resources. These grants are often awarded for on-going operating expenditures as well as construction. The City, County, and School Board will need to coordinate their legislative priorities to include the Performing Arts Center in order to seek appropriation from the State. A preliminary level of funding that

could be pursued has not been established, however, a final amount will need to be coordinated by all the governments. Between FY06 and FY07, the Legislature appropriated over \$10 million directly towards Mission San Luis; though not a Performing Arts Center, this was a direct support of a local cultural activity. Attachment #11 provides a more detailed review of previous state support for these types of activity.

3. **Tourist Development Tax:** The existing one cent generates approximately \$800,000 annually. If the Board imposes the additional 5<sup>th</sup> cent, the Tourist Tax would generate a total of \$1.6 million annually. These funds can be used for capital or operating expenses. The levying of the 5<sup>th</sup> cent tourist tax will provide the cash flow necessary for site acquisition, site preparation and additional consultant services. In addition, the funds accumulated over the next several years will be available to provide funding for preliminary operating costs, including the hiring of a director or can be used towards construction. Once the facility is operational, Theatre Project Consultants projects that the facility would run an annual deficit of approximately \$1.7 million (Attachment #12). The 2 cents of tourist tax revenue could be utilized to offset this deficit. Alternatively, the 2 cents could be utilized to support a bond issue between \$25 to \$30 million.
4. **Downtown CRA:** Funds from both the City and County Tax Increment Financing (TIF) contributions made to the Downtown CRA can be utilized for the Performing Arts Center, subject to approval of the Project Review Committee. Actual funds available will be dependent on the timing of the Performing Arts Center construction and other projects being considered for funding by the CRA.
5. **General Obligation Bond:** Upon approval of the voters, a General Obligation Bond could be issued to generate significant funds to support the construction of the Performing Arts Center. In structuring a bond issue, it is anticipated that the initial millage rate would be set at no more than 1/3 of a mill. 1/3 of a mill could support between approximately \$80 to \$100 million in bond proceeds. The bond could be structured with level debt service; meaning the annual principal and interest payment would be the same over the life of the bonds. Over time, as property values increase on an annual basis, the annual millage rate needed to support the debt service would decrease. Using historic growth rates, it is anticipated that by the last year of debt service the millage rate could be as low as 0.07 mills. The 501(c)3 is supportive of a bond issue supported by no more 1/3 of a mill. The impact to a house with a taxable value of \$200,000 is \$66 annually.
6. **General Property Taxes:** The County's current millage rate is 7.99. Based upon the statutory limit of 10 mills, the Board can levy an additional 2.1 mills annually. The Board could levy this additional millage rate on an annual basis and set aside the revenue generated. The 2.1 mills would generate approximately \$30 million annually. A levy of this amount for three years would generate approximately \$100 million.

7. Extension to the existing local option sales tax: The existing local option infrastructure sales tax was approved by the voters to be levied through December 2019. Pursuant to the existing interlocal agreement with the City of Tallahassee, the funds are split 80% to Blueprint 2000, and the balance evenly between the City and County. The tax generates approximately \$40 million annually. Given the length of time before the extension could be imposed, this option should not be considered further at this time.

Based on the preceding, it is anticipated that a General Obligation Bond referendum could be conducted in March, September or November 2008; all of these dates occur in conjunction with existing countywide elections. If the Board desired to conduct the referendum sooner, a special election could be conducted. The 501(3)c has committed to proceeding with an aggressive community education campaign in conjunction with the Board taking final action to schedule the referendum. In addition, this window of time will allow the private fund raising effort to begin in earnest. If once the final total funding level is established, adequate funds are not available to support the current preliminary design for the center, then the facility can be redesigned and sized accordingly to fit the revenues available.

According to Theatre Project Consultants report p. VI-6, the Performing Arts Center will have the following economic and fiscal impact on the Tallahassee/Leon County area:

*The total on-going economic impact of the project, the sum of managing organization expenditures and new audience expenditures, will generate annual impacts of \$10.6 million in new output (sales), \$3.3 million in new earnings and 149 new jobs in the market area.*

It is assumed that approximately 25% of the impact will be generated from non-county residents.

**Options:**

1. Direct staff to continue to work with the newly formed 501(3)c in moving towards the construction of the facility.
2. Direct staff to continue to pursue the development of a Performing Arts Center utilizing the following revenue sources: Private Fund Raising; State, Federal and Other Grant Sources; Levying the Additional Cent of Tourist Development Tax; and the Downtown CRA.
3. Direct staff to continue to pursue the development of a Performing Arts Center utilizing a Property Tax Supported Bond Referendum.
4. Direct staff to continue to pursue the development of a Performing Arts Center utilizing the countywide millage rate.
5. Board Direction.

**Recommendation:**

Options 1 through 3

Attachments:

1. August 26, 2003 Agenda Item: Request for the Adoption of the Cultural Plan as submitted by the Cultural Plan Advisory Committee and Imposition of the Fourth Cent Tourist Tax
2. January 13, 2004 Agenda Item: Request for Appointments to the Cultural Resources Committee
3. Downtown CRA Interlocal Agreement Section regarding the tourist tax and June 8, 2004 Agenda Item regarding the approval of the interlocal agreement
4. October 12, 2004 Agenda Item: Conduct the First and Only Public Hearing on a Proposed Ordinance Imposing and Levying a Fourth-Cent Tourist Development Tax
5. November 16, 2004 Agenda Item: Authorization to Expend the Additional Fourth-cent Tourist Development Tax for Purposes Approved by the Community Redevelopment Agency Project
6. December 20, 2005 Follow-up
7. June 13, 2006 Agenda Item: Acceptance of Performing Arts Center Committee Report and Approval of Siting and Funding Considerations
8. July 27, 2006 from the County Administrator to the City Manager regarding the Performing Arts Center and August 14, 2006 response
9. August 15, 2006 memorandum canceling the preliminary workshop
10. Preliminary cost estimates from Theatre Project Consultants
11. December 28, 2006 memorandum regarding State Funding for Performing Arts and Cultural Centers
12. Pro-forma from Theatre Project Consultants

## Board of County Commissioners Agenda Request 34

Date of Meeting: August 26, 2003

Date Submitted: August 20, 2003

To: Honorable Chairman and Members of the Board

From: Parwez Alam, County Administrator  
Vincent S. Long, Assistant County Administrator  
Alan Rosenzweig, Director, Office of Management and Budget

Subject: Request for the Adoption of the Cultural Plan as submitted by the Cultural Plan Advisory Committee and Imposition of the Fourth Cent Tourist Tax

### **Statement of Issue:**

This item requests Board adoption of the of the Cultural Plan as submitted by the Cultural Plan Advisory Committee (CPAC) at the July 22, 2003 regular Board meeting and imposition of the fourth cent tourist tax.

### **Background:**

In November, 2002, the Tallahassee City Commission appointed an Advisory Committee to identify community needs, define goals, and recommend funding and actions that will strengthen the community's arts, culture, and heritage to enhance our region's quality of life and economic development. The Chairman, recognizing the need for County involvement in this important project, assigned staff members to represent the County during the meetings of the CPAC and its sub-committee meetings.

The CPAC, and the sub-committees of the CPAC, met several times during the period of November, 2002 through June, 2003. The Cultural Plan is a product of many hours of research and deliberation and was unanimously approved by the CPAC on June 3, 2003 (Attachment #1).

In addition, the Chairs of the CPAC have requested the Board consider the imposition of the fourth cent of the tourist development tax to aid in the construction of a Performing Arts Center (Attachment #2).

### **Analysis:**

Representatives from the CPAC presented the Cultural Plan to the Board at the July 22, 2003 regular Board meeting. During this meeting Marjorie Turnbull (co-chair of CPAC) requested the Board's adoption of the Cultural Plan and increased funding for the Cultural Resources Commission (CRC) in the amount of \$150,000 - this amount to be equally shared by the County and the City. Mrs. Turnbull and Janet Hinkle also submitted a memorandum to the Board on August 18, 2003 reiterating their request for approval of the plan and additional funding of the CRC (Attachment #2).

Should the Board wish to increase the funding of the CRC it is recommended that \$75,000 from the General Fund Contingency in the Tentative FY03/04 Budget be reallocated to the Cultural Resources Commission. The FY03/04 General Fund Contingency is currently \$549,947. A reduction of \$75,000 will make the total for FY03/04 \$474,947. This compares to the adopted FY02/03 of \$480,859 or a reduction of \$5,912.

As reflected in Attachment #2, Mrs. Turnbull and Janet Hinkle have requested that the Board consider the imposition of the fourth cent of the tourist development tax to aid in the construction of a Performing Arts Center. According to Florida Statutes, the fourth cent can be imposed for the "promotion and advertising of tourism" as well as a number of other specific activities (ie construction of a sports franchise facility, convention center or operation and maintenance of a convention center). Based on a review by the County Attorney's Office, if the Board imposed the fourth cent it could be used to replace one of the existing three cents currently funding the Tourist Development Council (TDC). The replaced cent could then be utilized towards the construction of a performing arts center. Through the use of this concept, the funds could be spent on a performing arts center built anywhere in the County. This approach does not adversely impact the existing Tourist Development and Convention and Visitors programs.

The current 3% tourist tax generates approximately \$1.95 million annually or \$650,000 per one percent. If the additional one percent was used to support a bond issue, it could generate between approximately \$7.0 and \$10 million depending upon the length of the issue and market conditions.

The actual implementation of the imposition of the fourth cent and reallocation of one of the existing three cents would be accomplished through a revision to the existing ordinance.

Attachment # 1  
Page 2 of 42

**Options:**

1. Adopt the Cultural Plan as submitted by the Cultural Plan Advisory Committee.

2. Authorize \$75,000 of the tentative FY03/04 General Fund Contingency be reallocated to the Cultural Resources Commission to support the implementation of the Cultural Plan.

3. Do not adopt the Cultural Plan as submitted by the Cultural Plan Advisory Committee.

4. Do not authorize \$75,000 of the tentative FY03/04 General Fund Contingency be reallocated to the Cultural Resources Commission to support the implementation of the Cultural Plan.

5. Authorize staff to proceed with developing the appropriate ordinance amendments to impose the fourth cent of the tourist development tax and reallocation of one of the existing three percent to fund the construction of a Performing Arts Center.

6. Do not authorize staff to proceed with developing the appropriate ordinance amendments to impose the fourth cent of the tourist development tax and reallocation of one of the existing three percent to fund the construction of a Performing Arts Center.

7. Board Direction.

**Recommendation:**

Board Direction

**Attachments:**

1. Cultural Plan

2. 8/18/2003 Memorandum from CPAC Chairs

[Back](#) | [Print](#)



# CAPITAL CULTURE

## A Cultural Plan for the Future of the City of Tallahassee and the Capital Area



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*“ The Cultural Plan Advisory Committee reached out to our community and listened to the dreams and goals of hundreds of citizens for building a vibrant cultural community. I can with assurance say that this plan reflects both audiences and artists, and presents a strong message to our elected and business leaders that supporting arts and heritage efforts in the Tallahassee area strengthens our quality of life. ”*

— Marjorie Turnbull, Co-Chair  
Cultural Plan Advisory Committee

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*This plan was unanimously approved by a June 3, 2003 vote  
of the Cultural Plan Advisory Committee.*

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TO THE CITY COMMISSIONERS  
OF TALLAHASSEE...

We believe the City of Tallahassee is poised to expand its diverse and splendid array of cultural opportunities for residents and visitors. This cultural plan provides goals and strategies that demand persistence and courage to achieve.

## COLLECTIVELY, WE RECOGNIZE:

- The significant role that cultural endeavors play in our economic development efforts and within our existing economy,
- The wisdom of expanding our local arts agency to assist in the growth of our arts and heritage community,
- The critical need to re-establish the importance of art in the education of our children and the disparity of opportunity that exists in our own backyard,
- The desire of our community for performing arts facilities and other structures to increase entertainment, involvement, and educational opportunities for our citizens,
- The opportunity to coordinate our marketing efforts to build audiences and enhance Tallahassee's reputation as a cultural destination and a great place to live.

We encourage and challenge our elected leaders to act boldly today by endorsing the recommendations within this plan and, day by day, nurture efforts to implement it.

Respectfully,

## CULTURAL PLAN ADVISORY COMMITTEE MEMBERS:

Althemese Barnes  
Flecia Braswell  
Mike Bristol  
Rick Carroll  
Kate Collier  
Sue Dick  
Tim Edmond  
Janet Hinkle  
Terence Hinson  
Elise Judelle

Beth Langford  
Mike Pate  
Sharon Press  
Michael Sheridan  
Paula Smith  
Kay Stephenson  
John Thomas  
Marjorie Turnbull  
Karen Wendland  
Gil Ziffer

## ACKNOWLEDGEMENTS

*The Cultural Plan Advisory Committee gratefully acknowledges the following for their support and technical assistance:*

*Craig Dreeszen, Ph.D., Dreeszen and Associates*

*Gay Drennon, Ph.D., Visiting Research Associate, Florida State University*

*Min Cho, Associate Director, Florida Learn and Serve*

*Anita Favors, City Manager, City of Tallahassee*

*Michael Parker, Director, Economic Development Department, City of Tallahassee*

*Peggy Brady, Executive Director, Randi Goldstein, Associate Director, Clint Rilex, Program Assistant, Cultural Resources Commission*

*Caryn Bradshaw and LaToya Davis, Graduate Interns, Florida State University*

*Andrea Bird, Assistant to the Director of Public Services, Leon County*

*and also,*

*The City of Tallahassee for authorizing and funding this plan,*

*The Leon County Commission for its interest and support,*

*Datamaxx Corporation for the donation of videoconferencing, and,*

*the many Tallahassee and Leon County citizens who shared their hopes and dreams for our community.*



## TABLE OF CONTENTS

Looking Back, These Days, Tomorrow .....	2
Goals of the Cultural Plan .....	6
Purpose and Planning Methods .....	7
Cultural Plan Advisory Committee .....	9
Cultural Plan Task Force Members .....	10
Findings from Interviews, Focus Groups, and Survey .....	12
Opportunities for Improvement .....	14

### CULTURAL PLAN

GOAL 1: Employ arts, culture and heritage to strengthen capital area economic development, to increase tourism, and to improve quality of life.

<i>Findings and Recommendations</i> .....	16
---	----

GOAL 2: Build a comprehensive network of arts and heritage education opportunities in the community and schools.

<i>Findings and Recommendations</i> .....	22
---	----

GOAL 3: Achieve sustainable public and private funding to support cultural programs and to further the goals of this cultural plan.

<i>Findings and Recommendations</i> .....	26
---	----

GOAL 4: Develop new and preserve and improve existing cultural facilities to attract and stimulate interest in Florida's capital city.

<i>Findings and Recommendations</i> .....	30
---	----

GOAL 5: Market arts and heritage to develop audiences and build the image of Tallahassee as a cultural destination.

<i>Findings and Recommendations</i> .....	34
---	----

GOAL 6: Transform the Cultural Resources Commission and expand its responsibilities to oversee implementation of the cultural plan.

<i>Findings and Recommendations</i> .....	36
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## LOOKING BACK . . .

Tallahassee has had a long love affair with arts and heritage. At the turn of the century, plays and vaudeville shows appeared at the Munro Opera House. The city celebrated the opening of the Capital City Theater in 1912, which provided the community the chance to see a "picture show". In the 1920s, community bands gave summer concerts in downtown parks. Staged concerts were held at Florida A&M College during its Sunday evening music hour.

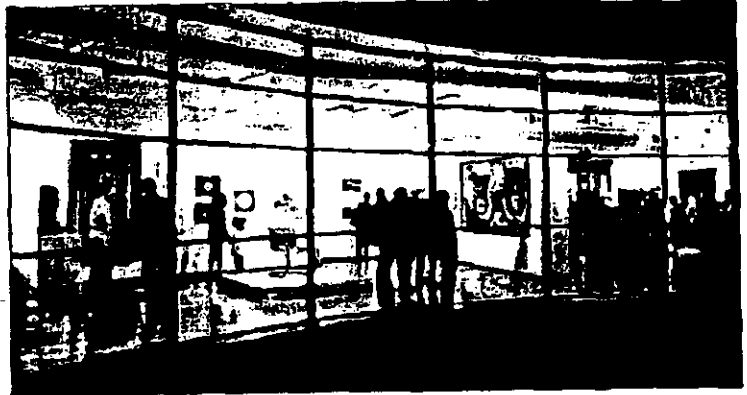
- In 1949, the Tallahassee Little Theatre was presenting plays in an abandoned theater at Dale Mabry Field.
- In 1957, the Junior Museum began providing children with out of classroom, hands-on experiences relating to the natural and cultural history of their world.
- In 1963, LeMoyné Art Foundation began its devoted effort to nurture local artists and promote awareness and appreciation of fine art.
- In 1972, Anhinga Press published its first works of poetry.
- In 1975, the nationally recognized Young Actors Theatre was founded.
- In 1978, restoration began on the only historic downtown African American home which would later house the John G. Riley House Museum.

This educated and increasingly sophisticated community demanded more. In the coming years, the state's capital could boast the presence of the Tallahassee Civic Ballet and Tallahassee Symphony Orchestra to complement the increasing cultural opportunities offered by our institutions of higher learning: Florida State University, Florida A&M University and Tallahassee Community College.



## THESE DAYS . .

Through the years, our community has grown rich in its diversity of cultural opportunities. Today, *A Pocket Guide to Capital Culture* lists over eighty cultural organizations and destinations. Each year, creative citizens are launching new ideas and seeking community support for their efforts. Our Junior Museum has a new name, the Tallahassee Museum of History and Natural Science, and a \$1.6 million spending plan. New artistic and historical endeavors include the African Caribbean Dance Theatre, Goodwood Museum and Gardens, the Mary Brogan Museum of Art and Science, and the Tallahassee Film Society.



With the understanding that for every dollar invested in cultural programs, \$16 is returned into our local economy, the City of Tallahassee has continued its commitment to provide foundational support for arts and heritage organizations. City and County leaders wisely understand that the collective support of the community through public dollar grants is a critical component in the success of non-profit cultural endeavors.

In fiscal year 2003, our local arts agency administered grants programs for the city and county, distributing \$481,787 to local arts and heritage organizations. The city grants program distributed \$334,787 to 19 organizations. The Leon County grant program distributed



\$147,000 to 18 organizations. The Mary Brogan Museum of Art and Science received line item funding from the city totaling \$250,000 and \$150,000 from Leon County. The Tallahassee Museum of History and Natural Science received a \$50,000 line item appropriation from Leon County. The Caribbean Carnival received a \$5,000 line item appropriation.

## AND THEN THERE'S TOMORROW

OUR VISION: *With the implementation of our Cultural Plan, we hope to make Tallahassee, Florida's Capital City, a regional center for cultural, arts, and heritage programs.*

- Tallahassee will be recognized as a highly desirable site for individuals, families, businesses, and artists due to its outstanding cultural offerings, educational opportunities, and workforce.
- Tallahassee will have a flourishing cultural community where artists are valued and community efforts are offered to help them succeed.
- Elected officials and business leaders will elevate awareness and support of the arts to a place of prominence.
- The Cultural Resources Commission (CRC) will be renamed to better facilitate understanding of its mission. Standing committees in the area of Economic Development, Education, Marketing, Facilities, and Ways and Means will be created to provide leadership to further the goals of the Cultural Plan.
- A performing arts venue will be developed to serve community performing arts organizations, popular entertainment and traveling Broadway shows.



- A visible and easily accessed cultural center will be developed to:
  - ✓ assist in meeting the office space, rehearsal and performance needs of our local cultural organizations and artists.
  - ✓ serve as an arts incubator
  - ✓ provide administrative space for the CRC
- Tallahassee will have a healthy tourism industry with visitors seeking the abundance of performing and visual arts offerings.
- Tallahassee's creative businesses in the nonprofit and commercial sectors will grow into a substantial sector of the regional economy.
- Tallahassee will develop audiences so local arts and heritage organizations see an increase in attendance to their events.
- Arts education will reclaim its importance alongside reading and writing within our educational system, inspiring young people to include the arts as part of their lives.
- There will be a comprehensive network of arts and heritage programs in the community and in the schools.
- The City of Tallahassee and Leon County will help construct, enhance, and preserve cultural facilities important to our heritage and cultural programming.
- Cultural districts will be developed to serve as centers of artistic activity.
- The City will enhance public parks to support outdoor events.
- Adequate funding from generous public and private sources will help finance this community cultural vision.
- Public funds will be distributed to further the goals of this cultural plan.



*“ Proud as we are of the engine of our economy or of our military might, we know, too, that the more enduring legacy of our wealth as a people is in the canvases of our painters, the songs of our composers, and the words of our poets ”*

— John Brademas, President Emeritus  
New York University



## GOALS OF THE CULTURAL PLAN

1. Employ arts, culture, and heritage to strengthen capital area economic development, increase tourism, and improve quality of life.
2. Build a comprehensive network of arts and heritage education opportunities in the community and schools.
3. Achieve sustainable public and private funding to support cultural programs and to further the goals of this cultural plan.
4. Develop new and preserve and improve existing cultural facilities to attract and stimulate interest in Florida's Capital City.
5. Market arts and heritage to develop audiences and build the image of Tallahassee as a cultural destination.
6. Transform the Cultural Resources Commission and expand its responsibilities to oversee implementation of the cultural plan.



## PURPOSE AND PLANNING METHODS

The planning process is intended to identify community needs, define goals and recommend funding and actions that will strengthen the city's arts, culture and heritage to enhance our region's quality of life and economic development.

### THE CHARGE:

*The Tallahassee Cultural Plan was a citizen initiative embraced by the City Commissioners to achieve the following outcomes:*

- Identify Tallahassee's cultural resources.
- Produce a comprehensive cultural plan with anticipated costs to implement.
- Recommend a comprehensive City cultural funding policy.

*The Cultural Plan determined goals, objectives and strategies intended to:*

- Increase private-sector arts, cultural, and heritage funding.
- Market cultural offerings more effectively.
- Raise the visibility of arts, culture, and heritage.
- Encourage accessibility and diverse cultural programs and organizations.
- More closely integrate culture into the region's economic development efforts.
- Increase opportunities for all Tallahassee citizens to enjoy and participate in arts, culture, and heritage.

**PUBLIC PARTICIPATION:** The Cultural Plan was developed by the citizens of Tallahassee during a seven-month, highly participative process concluding in June 2003. Sixty-five community leaders actively participated in the Advisory Committee and five Task Forces. An extensive community assessment polled the opinions of over 1,000 citizens and community leaders.



The planning consultants and interns conducted 13 focus groups and 27 individual interviews from November 21, 2002 through January 18, 2003. In all they talked with 128 people representing civic and political leaders, business, higher and K-12 education, cultural organizations, artists and writers, neighborhoods, communities of color, and social service agencies.

A survey was posted on the City of Tallahassee's web site ([www.talgov.com](http://www.talgov.com)) from January 5 through 21, 2003. Invitations to participate in the survey were published in the *Tallahassee Democrat* January 5 and through numerous email distribution lists including those of the Chamber of Commerce, City of Tallahassee, The Cultural Resources Commission, cultural institutions, Leadership Tallahassee alumni and many more. Over 864 citizens responded to a community cultural assessment survey, a large response for an online survey of this type.

**LEADERSHIP:** Mayor Scott Maddox appointed a twenty-person Advisory Committee to oversee the planning. The Advisory Committee was led by Co-Chairs Janet Hinkle and Marjorie Turnbull. Task forces were chaired by Kate Collier, Elise Judelle, Paula Smith, Kay Stephenson, Karen Wendland and Gil Ziffer. Dr. Craig Dreeszen, Director of Dreeszen & Associates, provided planning assistance. Dr. Gay Drennon and Min Cho managed the planning process locally. Peggy Brady, and the staff of the Cultural Resources Commission along with student interns, Caryn Bradshaw and LaToya Davis, provided information, research, and administrative support to the planning task forces. The planning process was administered by Michael Parker, Director of the Economic Development Department.



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*“ This cultural plan is the result of a genuinely  
participatory process that engaged sixty-five  
community leaders in planning and heard the advice of  
over a thousand capital area citizens . ”*

*— Dr. Craig Dreeszen, consulting planner*

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## CULTURAL PLAN ADVISORY COMMITTEE

- Ms. Althemese Barnes, *Executive Director, John G. Riley Foundation*  
Committee: Audience Development and Marketing
- Ms. Flecia Braswell, *Vice President, Marketing, Capital City Bank*  
Committee: Private and Public Funding
- Mr. Mike Bristol, *President & CEO, Tallahassee Area Convention and Visitors Bureau*  
Committees: Economic Development, Tourism and Quality of Life; Audience Development and Marketing
- Mr. Rick Carroll, *Carroll, Cutright, and Richardson, CPAs*  
Committee: Private and Public Funding
- Ms. Kate Collier, *President, Bank of America*  
Co-Chair: Private and Public Funding
- Ms. Sue Dick, *President, Greater Tallahassee Chamber of Commerce and Economic Development Council*, Committee: Public Cultural Facilities
- Mr. Tim Edmond, *President, Capital Region, Arvida, a St. Joe Company*  
Committee: Public Cultural Facilities
- Ms. Janet Hinkle, *Community Volunteer*  
Advisory Committee Co-Chair
- Mr. Terence Hinson, *President, Hinson Realty*  
Committee: Economic Development, Tourism, and Quality of Life
- Ms. Elise Judelle, *Bryant, Miller, and Olive, P.A.*  
Co-Chair: Private and Public Funding
- Ms. Beth Langford, *Community Volunteer*  
Committee: Public Cultural Facilities
- Mr. Mike Pate, *President and Publisher, Tallahassee Democrat*  
Committee: Arts and Heritage Education and Youth
- Ms. Sharon Press, *Director, Dispute Resolution Center, Florida Supreme Court*  
Committee: Private and Public Funding
- Mr. Michael Sheridan, *Chairman, Fringe Benefits Managements Company*  
Committee: Economic Development, Tourism, and Quality of Life
- Ms. Paula Smith, *Community Volunteer*  
Chair: Public Cultural Facilities
- Ms. Kay Stephenson, *President & CEO, Datamaxx Group*  
Chair: Economic Development, Tourism, and Quality of Life.
- Mr. John Thomas, *Director of Governmental Relations, Florida League of Cities, Inc.*  
Committee: Arts and Heritage Education and Youth
- Ms. Marjorie Turnbull, *Executive Director, Tallahassee Community College Foundation*,  
Advisory Committee Co-Chair
- Ms. Karen Wendland, *Executive Director, Capital Medical Society*  
Chair: Audience Development and Marketing
- Mr. Gil Ziffer, *Ziffer Marketing & Communications Consultants*  
Chair: Arts and Heritage Education and Youth



## CULTURAL PLAN TASK FORCE MEMBERS

### CULTURAL ADVISORY COMMITTEE CO-CHAIRS

Janet Hinkle, *Community Volunteer*

Marjorie Turnbull, *Executive Director, Tallahassee Community College Foundation*

### ECONOMIC DEVELOPMENT, TOURISM, QUALITY OF LIFE TASK FORCE

Kay Stephenson, *Chair, President & CEO, Datamaxx Applied Technologies, Inc.*

Carmen Braswell, *Director, Seven Days of Opening Nights, Florida State University*

Mike Bristol, *President/CEO, Tallahassee Area Convention and Visitors Bureau*

Stephen Fox, *Local Artist and Volunteer*

Terence Hinson, *President, Hinson Realty*

Marilyn Larson, *Executive Director, Tallahassee Downtown Improvement Authority*

Donna McHugh, *Executive Director, Community Relations/Events, Florida State University*

Michael Sheridan, *Chairman, Fringe Benefits Management Company*

Susan Stratton, *Economic Development & Tallahassee Downtown Improvement Authority*

Del Suggs, *Performing Artist, Saltwater Music*

### ARTS AND HERITAGE EDUCATION AND YOUTH TASK FORCE

Gil Ziffer, *Chair, President, Ziffer Marketing & Communication Consultants*

Julie Baroody, *Art Instructor, Humanities Faculty, Tallahassee Community College*

David Chapman, *Assistant Director, Tallahassee Parks and Recreation*

Scott Dailey, *Executive Director, Florida Institute of Government at FSU*

Ken Falana, *Professor, Visual Arts, Florida A&M University*

Kent Hamilton, *Administrator, Instructional Development/Student Assessment, Leon County*

Schools, *Program Monitoring and Evaluation*

Anne Harris, *Assistant Superintendent, Leon County Schools*

Anita James, *Marketing Coordinator, Comcast Cable*

Sally McRorie, *Dean, School of Visual Arts and Dance, Florida State University*

Mike Pate, *President & Publisher, The Tallahassee Democrat*

Debo Powers, *Director, The School of Arts & Sciences*

Lori Danello Roberts, *President, Family Forum Magazine*

John Thomas, *Director, Florida League of Cities, Inc.*

### PRIVATE AND PUBLIC FUNDING TASK FORCE

Kate Collier, *Co-Chair, Senior Vice President, Bank of America*

Elise Judelle, *Co-Chair, Bryant, Miller and Olive, P.A.*

Margo Bindhardt, *Chairman, Executive Committee, Seven Days of Opening Nights;*

*Chairman, Florida Arts Council, Florida Department of State, Division of Cultural Affairs*

Flecia Braswell, *Vice President, Marketing, Capital City Bank*

Rick Carroll, *Carroll, Cutright, and Richardson, CPAs*

Grady Enlow, *Director, Institutional Advancement, Holy Comforter Episcopal School*

JuDee Pettijohn, Director, Florida Department of State, Division of Cultural Affairs  
Evelyn Ploumis-Devick, Assistant Vice-President, Student Affairs and Visiting Assistant  
Professor, Arts Administration, Florida State University  
Sharon Press, Director, Florida Dispute Resolution Center, Florida Supreme Court  
Mark Ravenscraft, Managing Director, The Ravenscraft Group  
Jevelle Robinson, Executive Director, African Caribbean Dance Theatre  
Hilmar Skagfield, Consul General of Iceland and Chairman, Skandia Window Coverings  
Paula Smith, Community Volunteer

## PUBLIC CULTURAL FACILITIES TASK FORCE

Paula Smith, Chair, Community Volunteer  
Kathy Archibald, Community Volunteer  
Rick Barnett, Barnett Fronczak Architects  
Carmen Cummings, District Representative, Congressman Allen Boyd  
Sue Dick, President, Greater Tallahassee Chamber of Commerce  
Tim Edmond, President, Capital Region, Arvida, a St. Joe Company  
Wendy Grey, Wendy Grey Land Use Planning  
Wade Hopping, Hopping, Green & Sams, P.A.  
Ivan Johnson, Johnson Peterson Architects  
Beth Langford, Community Volunteer  
Longineu Parsons, Assistant Professor of Music, Florida A&M University  
Rodner Wright, Dean of the School of Architecture, Florida A&M University

## AUDIENCE DEVELOPMENT AND MARKETING TASK FORCE

Karen Wendland, Chair, Executive Director, Capital Medical Society  
Judy Bailey, General Manager, Clear Channel Communications  
Althemese Barnes, Executive Director, John G. Riley Foundation  
Bill Behenna, Public Information Manager, City of Tallahassee  
John Bower, President, Stage Promotions, Inc.  
Mike Bristol, President & CEO, Tallahassee Convention and Visitors Bureau  
Sasha Erickson, Tri-Eagle Sales  
Claire Evans, Marketing Director, Comcast  
April Herrle, President, Herrle Communications  
Luanne Lenberg, Marketing Director, Governor's Square Mall  
Barbara Psimas, Artist and Member of Railroad Square Artists  
Tom Tornasi, Marketing Director, Tallahassee Democrat  
Harold Uzzell, President, Uzzell Advertising

## STAFF

Michael Parker, Director, Economic Development Department, City of Tallahassee  
Dr. Craig Dreeszen, Planning Consultant, Dreeszen & Associates  
Dr. Gay Drennon, Local Plan Coordinator, Visiting Research Associate, Florida State University  
Min Cho, Assistant Local Plan Coordinator  
LaToya Davis, Research Assistant, Graduate Intern, Florida State University  
Caryn Bradshaw, Research Assistant, Graduate Intern, Florida State University

FINDINGS FROM INTERVIEWS, FOCUS GROUPS,  
AND SURVEY

**CULTURAL RESOURCES:** Assessment participants easily identified Tallahassee's cultural strengths.

- **MANY CULTURAL OPPORTUNITIES:** Most interviewees characterized the region as one of rich and diverse cultural opportunities. The number and quality of programs are remarkable given the region's population and economy.
- **UNIVERSITY IMPACT:** The Universities are a major source of cultural programs. Faculty and students contribute to community cultural life as performers, private instructors, volunteers and audiences. FSU was cited most often. Programs like FSU's Seven Days of Opening Nights and FAMU's Black Archives Research Center and Museum work to transcend the town and gown divide.
- **MUSEUM PRESENCE:** Tallahassee is home to many good museums offering art, science, and historical exhibits and educational programs. The Tallahassee Museum of Natural History and Science, the FSU Museum of Fine Arts, LeMoyne Art Foundation and the Mary Brogan Museum of Art and Science were most frequently mentioned.
- **ABUNDANT NONPROFITS:** There are a large number of active nonprofit arts, cultural and heritage organizations. The CRC maintains a list of 70 active organizations.
- **CREATIVE ARTISTS:** There are nearly 500 individual artists of all disciplines on the CRC lists. Their creative talents are the source of much of the region's cultural opportunities.
- **NUMEROUS FESTIVALS:** Festivals provide frequent opportunities for people from throughout the region to gather and celebrate in Tallahassee.
- **HISTORY AND HERITAGE:** The region's history, heritage and natural environments are preserved and interpreted by over a dozen historic sites and museums. These also have active educational programs.



- **VISUAL ARTS:** There are ample opportunities to experience the visual arts. University and community art museums, commercial galleries, craft markets, outdoor fairs, and art exhibitions provide an unusually comprehensive mix of visual arts venues.
- **GOOD MIX:** Most artistic disciplines are represented. Audiences can experience music in classical, popular, jazz, blues, and folk idioms. Theater is available in university, community, and touring professional productions. Opera and ballet are offered. The community supports both a community and professional symphony.
- **AMATEUR PARTICIPATION:** There are good opportunities for amateur participation in the visual and performing arts.
- **LOCAL GOVERNMENT:** Elected city and county officials are aware of the region's cultural resources and of their role in affecting quality of life and economic prosperity.
- **PUBLIC FUNDING:** A system of cultural funding is in place and is appreciated. The CRC distributes City and County funds through a competitive grants process.
- **INFORMATION AND SERVICES:** The basis of a comprehensive information and service system is established. The CRC maintains a database and directory of cultural resources and maintains a web-based calendar of events.
- **COOPERATION:** There is promising communication and cooperation among cultural organizations and between the cultural community and tourism, economic development and downtown improvement organizations. The Attractions Alliance within the Tallahassee Area Convention and Visitors Bureau (CVB) is an encouraging sign of productive cooperation.



*“Tallahassee residents support arts and cultural activities in large numbers, though many feel there are insufficient activities available in their community. The differences in perceptions among certain segments of the Tallahassee public evident in 1999, persist in 2002. African-Americans and younger residents are more likely than others to say that not enough arts and cultural activities is a problem in their community.”*

— Princeton Survey Research Associates  
An Update of Public Opinion on Local Issues in Tallahassee, May 2002  
John S. and James L. Knight Foundation Community Indicators Project



## OPPORTUNITIES FOR IMPROVEMENT

- **FUNDING:** Cultural funding is inadequate to support the kinds of programs citizens identified in the survey. Many cultural organizations are struggling with funding and depend upon a disproportionate percentage of earned revenue and special events fundraising.
  - ✓ Private-sector cultural funding (individuals, corporations and small business) is not adequately tapped. The small corporate sector limits funding from that source. Individuals have been generous to sports, religious organizations, and social services, but philanthropy has not yet been well cultivated for cultural programs.
  - ✓ The City needs a comprehensive funding policy to fairly redistribute city funds consistent with priorities to be determined in this cultural plan. The County also uses the CRC re-granting system and could benefit from any improvements.
  - ✓ There is need for other sustainable public sources of funding.
  - ✓ Smaller organizations without professional development staff are at a disadvantage in the competition for private funds and grants. Some nonprofit leaders asked for fundraising training and others called for access to a grants writer.
- **PERFORMING ARTS CENTER:** Virtually every focus group and interviewee identified the need for a new performing arts center. The Civic Center's acoustics are reported to be inadequate for performances. Ruby Diamond is largely programmed by FSU and has limited parking.
  - ✓ FSU plans for a new performance hall need to be considered in relation to the community's needs.
  - ✓ Rehearsal space is also a problem for some performing arts groups.
  - ✓ City parks and other outdoor public spaces are important venues for performances, festivals, and exhibitions. Policies, services and costs should be examined as part of the planning.
- **ECONOMIC DEVELOPMENT:** Cultural attractions could be more closely integrated with regional economic development and recruitment of businesses and tourists.
  - ✓ Cultural development is interdependent with regional economic diversification.
  - ✓ The City could benefit from a cultural district.
  - ✓ Local artists and other creative entrepreneurs could be further encouraged.
  - ✓ Cultural tourism should be better exploited.
  - ✓ New residents of SouthWood and other new developments are potential new audiences, patrons and nonprofit leaders.
- **AUDIENCE DEVELOPMENT AND MARKETING:** While much effort has been expended to market cultural programs, more needs to be done to market to residents and visitors and to develop audiences. In spite of the rich offerings of cultural programs, people complain they don't know what there is to do.

- **ARTS EDUCATION:** Cultural leaders are very concerned about the quality and extent of arts, cultural and heritage education opportunities in public schools. Children are not getting the comprehensive education they need.
  - ✓ Schools in low-income areas have little access to arts education.
  - ✓ There is no arts coordinator in the Leon County school system.
  - ✓ There could be more coordinated arts/cultural education advocacy from citizens.
  - ✓ There are opportunities for more partnerships between the region's cultural organizations and the schools that could enhance schools' curricula.
  - ✓ Reduced school budgets have limited transportation for field trips.
  - ✓ Cultural opportunities for youth are limited outside of school.



- **ACCESS AND EQUITY:** Barriers to accessibility to cultural programs prevent many people from fully participating. Barriers include cost of admission, limited public transportation, and inadequate accommodations for people with disabilities. Class and racial prejudice and mistrust across cultures sustain separations. The region's rich ethnic diversity offers great potential for more celebration and learning across cultures.
- **UNIVERSITY AND COMMUNITY COOPERATION:** This cultural plan and the renewed leadership at each of the three institutions of higher learning suggest the opportunity for increased communication and cooperation between the institutions and the community. Much has been done already, and this planning has stimulated more communication. Cooperative planning of cultural facilities has high potential benefit.
- **INFORMATION AND SERVICES:** The cultural plan will identify opportunities to provide information, training, technical assistance and other services to nonprofit organizations and artists. The CRC and others will have the opportunity to respond.
- **VOLUNTEER LEADERSHIP:** Staff from many cultural organizations described the increasing challenge to recruit skilled volunteers with time and energy to serve on boards of directors.
- **PUBLIC ART:** Several interviews and focus groups recommended that public art be a larger part of the City's public spaces.

*"Art has a great deal to do with the quality of life we lead, not just as men and women, but as a society. Art has a great deal to do with freedom; history has taught us that when the arts decline and die, freedom declines and dies. Business requires an environment of freedom to thrive and prosper, just as art and individuals require that same environment."*

— David S. Tappan, Jr.  
Chairman and CEO, Fluor Corporation

**GOAL 1:**

Employ arts, culture, and heritage to strengthen capital area economic development, increase tourism, and improve quality of life.

**THE ECONOMIC  
DEVELOPMENT,  
TOURISM, AND  
QUALITY OF LIFE TASK  
FORCE**

Kay Stephenson, Chair,  
President and CEO, Dataspace  
Applied Technologies, Inc.

Liamen Braswell,  
Director, Seven Days of  
Beach Nights, Florida State  
University

Mike Bristol,  
President, T-1, Tallahassee  
Info Convention and Visitors  
Bureau

Stephen Fox,  
Chief Area and Volunteer

Terence Hinson,  
President, Hinson Realty

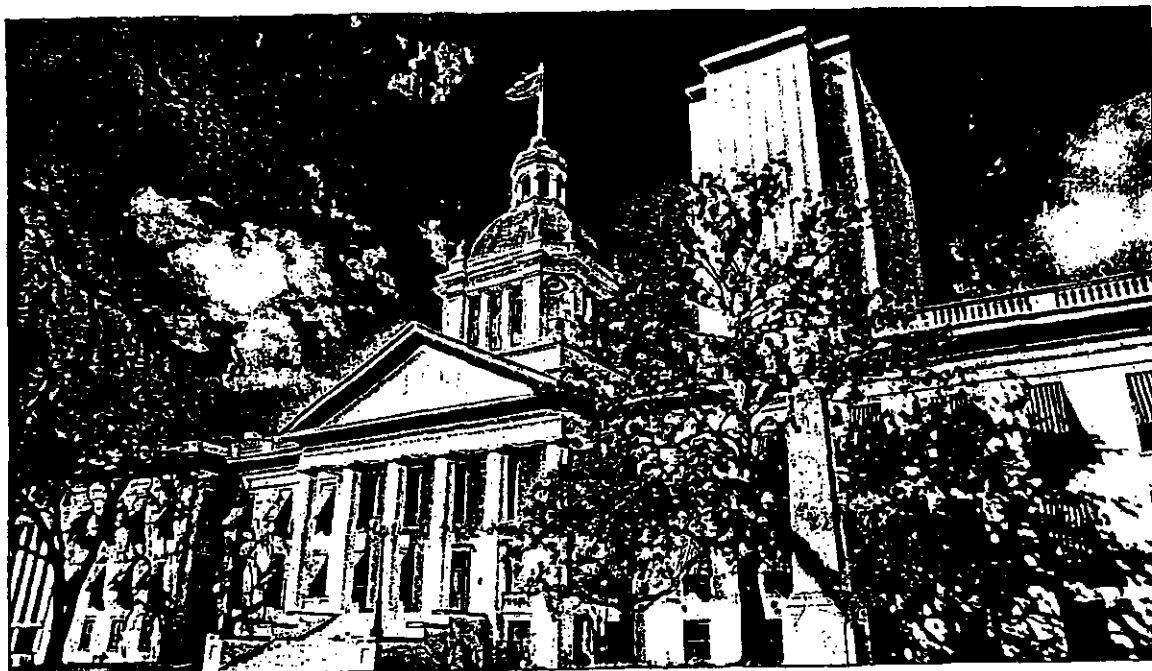
Marilyn Larson,  
Executive Director,  
Tallahassee Downtown  
Improvement Authority

Donna McHugh,  
Executive Director,  
Community Relations/Events,  
Florida State University

Michael Sheridan,  
President, Fringe Benefits  
Management Company

Susan Stratton,  
Regional Development &  
Tallahassee Downtown  
Improvement Authority

Del Suggs,  
Performing artist,  
Volunteer Music

**FINDINGS:**

- It is estimated that for every \$1 invested in the arts community, \$16 in direct revenue is generated for the local economy.
- Cultural facilities and opportunities are frequently listed as an important factor when a company is considering relocating. Company executives make decisions on whether or not they themselves want to live in Tallahassee.
- A perceived lack of cultural offerings inhibits economic development efforts. Tallahassee is not seen as a destination for tourism.
- Cultural tourists stay an extra day and spend 50% more than other tourists.
- Cities where artists are valued and efforts are made to help them succeed are successful at retaining and recruiting artists.

*“A thriving cultural and arts community will be a ‘key driver’ to economic development and job creation for the Tallahassee/Capital region. Our research was conclusive that a creative environment is a primary engine for economic growth.”*

— Kay Stephenson  
President and CEO Dataspace Applied Technologies, Inc.  
Chair, Economic Development, Tourism, and Quality of Life Task Force

- Nationally, more money is spent on tickets to performing events than tickets to motion pictures or sports.
- Investments in the arts yield significant returns in the long run: for example, Pittsburgh's cultural district converted less than \$300,000 in sale tax subsidies into \$24 million in amusement and sales tax revenues.
- The positioning of Tallahassee as a cultural destination for visitors will require both the development of expanded cultural offerings and extensive marketing of those offerings both locally and regionally. The efforts of the CVB are in the vanguard on this issue, by their promotion of local cultural events to travel agencies and tour groups.
- Film festivals demonstrate a cultural appreciation for the work of filmmakers by the communities that host them, and they have a prestige value above and beyond their production cost.

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*"In the ten years I lived in Greenville, S.C., I saw the downtown resurrected with new life because of the varied performing arts that became its focus. I suppose it's not just a matter of creating events, but creating an atmosphere that is conducive to the arts, an atmosphere that draws people together and allows for participating in and conversation about the arts."*

— Cultural Plan Online  
Survey Respondent, 2003

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## RECOMMENDATIONS: OBJECTIVES AND STRATEGIES

### 1.1 Strengthen the cultural sector's capacity to recruit business and diversify our region's economy.

1.1.1 Organize a standing Economic Development Committee within the CRC to further the economic development recommendations of the cultural plan. The committee will be chaired by a member of the CRC board and include CRC board members. The Chair will invite members of the cultural plan economic development, tourism and quality of life task force and others in the community including business leaders and those knowledgeable of economic development and tourism efforts, to serve and assist the CRC in prioritizing and pursuing economic development objectives.

1.1.2 The City Commission should support the CRC with reasonable funding.

- All of the action items proposed by the task force and those that will be contained within the final plan, require a full-time, knowledgeable staff (and oversight board) to accomplish and monitor.
- The Task Force recommends that the entire Advisory Committee first define the specific tasks to be assigned to the CRC and then develop a revised budget.

1.1.3 The City and Leon County should adopt relevant policies and provide for capital improvements to incorporate key elements of the cultural plan in the Tallahassee/Leon County Comprehensive Plan. The Comprehensive Plan can reference the full cultural plan.

1.1.4 Position the Tallahassee/Capital Area as a cultural hub through development of expanded cultural offerings and an effective marketing and advertising campaign.

- A logo, slogan and marketing campaign promoting the capital region as a hub for cultural programs should be developed.

- The CRC, Tourist Development Council (TDC), CVB, Chamber and Universities will work together so that the cultural organizations can determine the most effective way to achieve our vision "of a regional center or hub for cultural arts and heritage programs."
- For purposes of this plan, our region includes Leon, Franklin, Wakulla, Gadsden, Jefferson, and Liberty counties, as well as southern Georgia.

1.1.5 The Mayor should arrange for a meeting of business leaders with the Secretary of State and Director of the Division of Cultural Affairs to learn what, if any, resources or attention could be channeled to the capital city because of its unique position.

1.1.6 The City should develop consistent and expanded directional signage to direct visitors to cultural centers throughout the City.

1.1.7 The City and Leon County should poll arts/cultural organizations as well as the CRC to learn if local ordinances or policies have unnecessarily inhibited any of their activities.

1.1.8. The Mayor should appoint a cultural ambassador to participate in business recruitment efforts. The Cultural Ambassador should be a member of the broad based Economic Development Council (EDC) to serve as a liaison between the cultural community and the business community.

- The "Cultural Ambassador" should participate in meetings with the various site selection consultants who come to our city from time to time.
- The Cultural Ambassador should work very closely with staff of the CRC and Tallahassee Area Chamber of Commerce.

1.1.9 The City should use existing resources such as the trolley system to provide unique "welcome to our cultural and arts community" experiences utilizing on-board communication ambassadors to tell a story to our local citizens and visitors.

In regard to the trolley system:

- The TDC, CRC, and CVB should work with Taltran to develop an updated budget to further the goals of the cultural plan.
- The TDC should develop advertisements that would pass the current city policies, which restrict the advertising on trolleys and buses. This advertising could be used to raise revenues.
- The trolley concept could be used to link the campuses of FSU, FAMU and perimeter hotels to downtown in order to increase participation in and linkages between campus cultural activities and businesses downtown (hotels and restaurants, for example). The hours of the trolley could be extended to include evening and nighttime hours.
- A Cultural Route should be established. This service could be advertised on numerous community websites such as the Chamber, EDC, and CVB as well as many others including websites of local developers as part of the packaging and promoting of the Tallahassee/Capital area region.



## 1.2 Help cultural attractions reinforce Tallahassee's appeal to visitors.

1.2.1 Provide incentives and guaranteed services of the city to facilitate the development of cultural districts (see Goal 4)

1.2.2 The CVB and the CRC should collaborate to increase the marketing of cultural events to visitors, tour groups and tour operators.

- This marketing should be done on a regional level with promotion in regional and local media.
- Marketing can also be done on a local level with material in hospitality businesses promoting local cultural offerings.

- The private development of closed-circuit or even cable television with a channel dedicated to promotion of local cultural, arts and heritage offerings in hotel rooms or city-wide (as is done in Panama City and other areas with an established tourism economy) should be encouraged.
- The city could develop an information "scroll" on WCOT that would provide up to date information regarding cultural activities in the region. In order to alert people to the existence of the CRC website and the proposed TV scroll, we suggest a weekly purchase of a banner advertisement in the *Tallahassee Democrat* that would say something to the effect – "For a comprehensive listing of all cultural and arts activities scheduled for the following week, we suggest you refer to either [www.netcrc.org](http://www.netcrc.org) or WCOT as well as the Limelight section of this paper."
- The CVB should expand their current promoting of individual events (e.g., the Winter Festival) and engage in broader marketing of Tallahassee's year-round cultural offerings.

### 1.3 Local creative businesses should be encouraged to become a strong economic sector.

1.3.1 Encourage existing programs that provide opportunities for creative businesses. Seek opportunities to promote programs such as:

- The Downtown Marketplace (formerly the "Farmers' Market"), sponsored by the local Downtown Improvement Authority and Downtown Merchants' Association, which encourages a local arts economy through its Saturday morning event.
- The "First Friday Gallery Hop," where patrons and customers are encouraged to visit multiple galleries on the first Friday evening of each month.

*" Cultural activities attract tourists and spur the creation of ancillary facilities such as restaurants, hotels, and the services needed to support them. "*

*"The Role of the Arts in Economic Development"*  
National Governors Association, 2001

1.3.2 The Board of the CRC should dialogue with local government and community groups to further understanding of the economic potential of the arts industry.

1.3.3 The City's Economic Development Department should dialogue with local financial institutions or SBA about the potential for returns on financing arts businesses. Financing an art gallery, record label, or publishing house is different from financing a restaurant or more common retail establishment. Understanding their particular needs and possibilities will offer greater financial opportunities for local arts businesses. The Department should also investigate the possibility of federal programs that may be available to finance arts businesses.

1.3.4 The City should encourage and support new local arts and music festivals. Established events such as the Tallahassee Museum's Market Days, The Winter Festival, Springtime Tallahassee, the Caribbean Carnival, the Southern Shakespeare Festival, LeMoyne's Arts in the Park and Tallahassee: Seven Days of Opening Nights demonstrate the potential for more and better local arts and music festivals, thereby stimulating growth in the arts sector.

1.3.5 The CRC should continue to be a resource to events planners to direct them to the appropriate offices (permitting, security, street closings, etc) to support their events.

1.3.6 The city should enhance its public art program. Exhibit space in public buildings should be made available to allow more local artists to present their work. The CRC should be a resource to for artists' names and contact information to enable the private sector to more easily do the same.

1.3.7 Local musical works should be utilized on WCOT. Instead of using "canned" music purchased on compact disc from another state, WCOT could purchase music from local artists and use it exclusively.

# GOAL 1: RECOMMENDATIONS: OBJECTIVES & STRATEGIES

Document # 1  
Page 25 of 47

1.3.8 The Convention and Visitors Bureau should consider recommending local artists to conference and convention groups seeking entertainment for their meetings, in the same way it might recommend local caterers or audio/visual suppliers.

1.3.9 The City should encourage the Chamber of Commerce to create an "Arts Industry Committee" to learn about the business of art.

- The arts industry should be considered as a target business in the same way the "technology sector" is targeted.
- The Tallahassee Chamber of Commerce could have a recurring spot in their annual retreat for understanding the "Arts as a Business" for our community and region and how the arts can act as a catalyst for economic development.

1.3.10 The City should develop cultural districts as outlined in Goal 4.

1.3.11 Create an "Arts Business Incubator" component within the cultural center described in Goal 4 to assist new businesses in becoming successful. Such a facility might contain gallery space, studio space, office space, and cooperative administrative assistance.

1.3.12 The CRC should investigate the possibility of economic development funds for short-term, low interest loans to art businesses. Coupled with tradition financing, these funds may encourage the establishment of additional galleries and other arts-related businesses.

1.3.13 The City should be supportive of the development of a local film festival in conjunction with the Tallahassee Film Society.

1.3.14 Local government could offer unused space in warehouses or other publicly owned buildings for studio space. With a reduced or subsidized rent, vacant buildings could become thriving studios for visual artists and rehearsal spaces for local performers. Discuss space possibilities with the Leon County School Board.



1.3.15 Investigate the creation of a "Commercial Music" program. Such a program should cover areas such as artist management and development, recording and engineering, marketing, booking, business operations, etc.

1.3.16 The CVB and film related organizations should advance the development of a local film industry.

1.3.17 Establish an "Arts Industry Liaison" within the city's Economic Development Department.

- This office could promote local art and artists to a regional and national market.
- It could also promote the quality and caliber of area art and artists to a broader market, and assist in positioning Tallahassee as a regional or even national cultural center. It could also assist in economic development by locating potential commercial gallery, retail, studio, and office space for arts businesses.

1.3.18 Local presses and publishing houses should be encouraged and supported.

1.3.19 Local CD and DVD duplication and manufacturing businesses should be supported or recruited to facilitate the growth of Tallahassee's recording industry, software development companies, and electronic data firms.

#### 1.4 Advance artists of all disciplines in the community, region, and nation.

1.4.1 Promote public art exhibits and venues and encourage local offices/businesses and non-profit organizations to display local artists' work and promote programs consistent with the cultural plan.

1.4.2 The CRC should encourage increased purchase of and exhibition of local art by local government and businesses. There should be local art hanging in the lobbies and offices of local businesses, governmental offices, and local sculpture in the parks. Encouragement and support of local artists should be emphasized.

*"What's good for the arts is good for the economy. The mayors of cities with strong economies tell us that the arts have helped their communities thrive. Support for our nation's cultural organizations is sound public policy."*

— Rep. Louise M. Slaughter  
U.S. House of Representatives  
Chair, Congressional Arts Caucus

1.4.3 The CRC marketing committee and the CVB should work for a broader recognition of our outstanding artists in the local media. Feature stories on visual, performing and literary artists would engender and reinforce an appreciation of our artists and their contribution to our city.

1.4.4 The city should recognize the value of performing artists through adequate compensation for appearing in government-sponsored events and thereby set a new standard for privately-sponsored events.

1.4.5 The City's Economic Development Department could reach out to major art buyers to encourage purchase of works by local artists. These buyers should include out-of-town gallery owners and commercial buyers (such as high-end hotels and restaurants).

1.4.6 The Economic Development Department should explore the establishment of a short-term low-interest loan program from economic development funds for artists to utilize as "bridge loans" to complete works in progress.

1.4.7 The city should establish a Tallahassee Artists "Hall Of Fame" to recognize the contributions of local artists. Inductees could include those whose art has impacted the world and those whose art has had an enduring local impact in the areas of teaching and life long service to the arts.





# CAPITAL CULTURE

## GOAL 2:

Build a comprehensive network of arts and heritage education opportunities in the community and schools

### ARTS AND HERITAGE EDUCATION AND YOUTH TASK FORCE

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Ziffer Marketing  
and Communication  
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David Chapman,  
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Tallahassee Parks and  
Recreation

Scott Ditley,  
Executive Director,  
Florida Institute of  
Government at FSU

Ken Falana,  
Professor,  
Visual Arts,  
Texas A&M University

Kern Hamilton,  
Instructor, Instructional  
Development/Student  
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and Evaluation

Anne Harris,  
Assistant Superintendent,  
Leon County Schools

Anita James,  
Marketing Coordinator,  
Comcast Cable

Sully McBorie,  
School of Visual Arts  
and Dance, Florida State  
University

Mike Pate,  
President & Publisher,  
The Tallahassee Democrat

Debra Powers,  
The School of Arts  
& Sciences

James D. Roberts,  
President, Family Forum  
Magazine

John Thomas,  
Florida League of  
Cities, Inc.



### FINDINGS:

- The arts teach children to be more tolerant and open, allow children to express themselves creatively, promote individuality, bolster self-confidence, and improve overall academic performance. The arts can also help troubled youth by providing an alternative to delinquent behavior and truancy while providing an improved attitude towards school.
- Exposure to and nurturing of the arts help students develop a positive work ethic and pride in a job well done.
- The arts have a measurable impact on youth at risk in deterring delinquent behavior and truancy problems, while increasing overall academic performance among those youth engaged in after school and summer arts programs targeted toward delinquency prevention. Study after study reveals a powerful relationship between study in the arts

*“Think what it would say about Tallahassee if fine arts opportunities for young people were visible at every turn and a part of their daily existence. Our young people are being starved of an arts education and this trend must be reversed.”*

— Gil Ziffer, Chair,  
Arts and Heritage Education and Youth Task Force

- and other academic, attitudinal, and behavioral achievements. Many specific studies can be referenced at: [http://www.artsusa.org/public\\_awareness/pac\\_article.asp?id=613](http://www.artsusa.org/public_awareness/pac_article.asp?id=613).
- In Florida, statewide art assessments are not required; therefore, it is up to each district to assess student performance in the arts.
  - As outlined in the State of Florida's Sunshine State Standards, the arts are included (along with language arts, mathematics, science, social studies, health and physical education, foreign language, reading, writing, history, government, geography, economics, and computer literacy) as a part of a "sound education" and "key subject areas" for which to base student performance standards.
  - Funding for arts education is at considerable risk as of this writing with drastic cuts proposed in state arts funding.
  - Our local schools are forced to provide support for their arts curriculum with auxiliary funding (i.e.: discretionary district funds, proceeds from fundraisers, private and business contributions). This is partially the result of the cutbacks in state funding. Local property taxes, which support our schools, are limited due to the geographic make-up of Tallahassee. West and south-side schools have considerably less supplemental funding, primarily due to a lack of volunteer involvement, poor support for fundraisers, and the use of discretionary funds to support programs that appear to directly affect FCAT scores.
  - The Tallahassee community, as a whole, is not aware of, or chooses not to appreciate, the direct correlation between an arts education and standardized test scores.
  - Tallahassee is rich in cultural opportunities (through the universities and local private arts organizations) that, with support, can serve as a bridge to match local artists, musicians, performers, etc., with specific needs of our schools.
  - Presently, there is no comprehensive, cohesive network of arts and heritage educational programs in and around Tallahassee. With such a network, the community could have much broader knowledge of local arts and heritage programs already available to them; partnerships that could be nurtured with such a network can more readily allow agencies and programs the ability to offer teachers, home-school facilitators, parents, and providers of after-school programs opportunities to share their talents and resources.
  - Other communities which value themselves as culturally rich, provide considerable support to arts education. The successful ones do not replace educational

*"As tools for learning, the arts and humanities have a positive impact on our children's cognitive development, their confidence, and their motivation."*

— President George Bush,  
Letter for National Arts and Humanities Month, 2002



programs with community funding and resources; they enhance them with the community funding and resources.

- Those who strive to provide our community with culturally rich opportunities and programs have to work much too hard and rely much too heavily on volunteer efforts to provide this invaluable service to our children.
- If the community does not step up to more successfully support arts education, we will be raising an entire generation of individuals who do not appreciate the arts nor personally and collectively benefit from the arts.

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*“ Over 90% of America's top CEOs and corporate presidents had music lessons in their youth. Over 90% of the criminals on death row did not ”*

— Patrick Kavanaugh,  
Author *Raising Musical Kids*, 1995

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## RECOMMENDATIONS: OBJECTIVES & STRATEGIES

### 2.1 The CRC should take the overall lead in coordinating community action to implement arts and heritage education objectives

2.1.1 A standing Youth and Education Advisory Committee within the CRC should be organized to further the recommendations of the cultural plan. The Committee will be chaired by a member of the CRC board and include CRC board members. The Chair will invite members of the Cultural Plan Arts and Heritage Education and Youth task force and others in the community including those with expertise in arts and heritage education and outreach services to serve and assist the CRC in prioritizing and pursuing education objectives.



2.1.2 The CRC should coordinate its efforts with all segments of the community including the following:

- Leon County Schools
- Florida State University
- Florida A&M University
- Tallahassee Community College
- City of Tallahassee Parks and Recreation
- Leon County Parks and Recreation

2.2 The CRC should bring greater awareness of the importance of arts education to the community as a whole and the many students who are denied access to arts education.

2.2.1 Market within the community to parents, encouraging them to search for extra-curricular arts education and involvement for their children.

2.2.2 Encourage businesses to help support arts in our schools both financially and through volunteer efforts.

2.2.3 The CRC education committee should encourage the City of Tallahassee and Leon County elected officials and business leaders to make arts education a priority.



2.3 The CRC should take the overall lead in coordinating community action to implement an arts and heritage education mentoring program within the schools.

2.4 The CRC should advocate for arts, culture, and heritage education funding.

2.5 Schools should identify their arts education priorities so that cultural organizations can address those needs in their funding requests to the CRC. The CRC's grant funding criteria will reward applicants who demonstrate attention to those needs.

2.6 The CRC should employ an arts and heritage education coordinator who can help bridge the schools' needs and community cultural opportunities, including assisting their grant writing efforts, locating funding sources, etc.

*" Students who studied the arts more than four years scored 59 points higher on verbal and 44 points higher on the math portions than students with no coursework or experience in the arts. "*

— The College Board,  
Profile of SAT and Achievement Test Takers, 1995

2.7 The CRC Youth and Education committee should advocate for the state to revise its Bright Futures scholarship requirements to accept more arts classes as fulfillment of eligibility to receive funding.

2.8 Every child should have access to arts and heritage education programs in schools that exceed national and state standards.

2.9.1 Every Leon County school should make arts a part of the required curriculum and employ certified visual and certified performing arts educators.

2.9 Local festivals should continue to highlight student accomplishments in the arts.

# CAPITAL CULTURE

## GOAL 3:

Achieve sustainable public and private funding to support cultural programs to further the goals of this cultural plan.

### THE PRIVATE AND PUBLIC FUNDING TASK FORCE

Kate Collier, Co-Chair,  
Vice President, Bank  
of America  
Elise Judelle,  
Chair, Bryant, Miller and  
Olive, P.A.

Margo Bindhardt,  
Chairman, Executive  
Committee, Seven Days of  
Evening Nights; Chairman,  
Florida Arts Council, Florida  
Department of State, Division  
of Cultural Affairs

Fleeta Braswell,  
Vice President, Marketing,  
Capital City Bank

Rick Carroll,  
Carroll, Cutright and  
Richards, CPAs

Grady Enlow,  
Director, Institutional  
Advancement, Holy  
Trinity Episcopal School

JuDee Pettijohn,  
Director, Florida  
Department of State,  
Division of Cultural Affairs

Lorilyn Ploumis-Devick,  
Assistant Vice-President,  
Business Affairs and Visiting  
Assistant Professor, Arts  
Administration, Florida State  
University

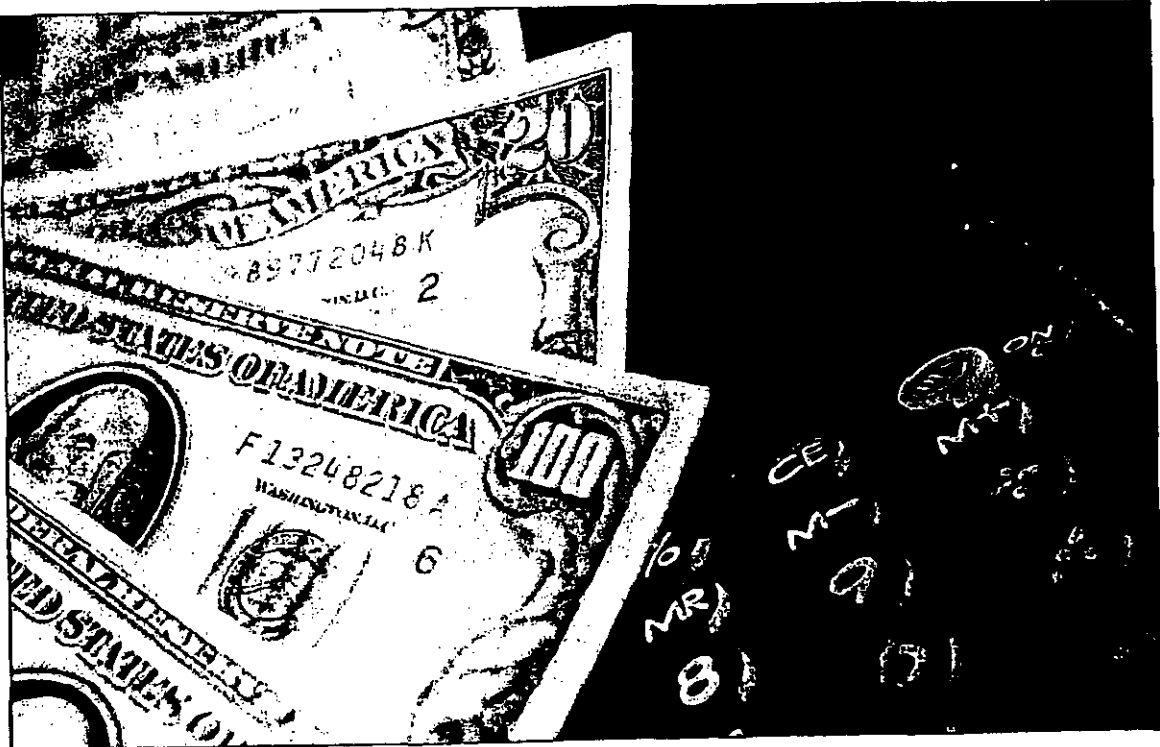
Sharon Press,  
Director, Florida Dispute  
Resolution Center, Florida  
Supreme Court

Mark Ravenscraft,  
Managing Director, The  
Ravenscraft Group

Jevette Robinson,  
Executive Director, African  
Caribbean Dance Theatre

Hilmar Skagfield,  
Consul General of Iceland  
and Chairman, Skandia  
Window Coverings

Paula Smith,  
Community Volunteer



### FINDINGS:

- Survey and focus groups reveal strong support for enhancements to the cultural life of our community.
- The Cultural Resources Commission (CRC) created by state law, county resolution and a 1985 Interlocal Agreement between the city and county, manages a competitive grants program to distribute public dollar grants and hold recipients accountable for their use. Since the CRC's founding, city dollars have gradually grown in response to the increasing demands of a community that appreciates the contribution that access to arts and heritage endeavors have on our community's quality of life.
- There is a need to build a culture of philanthropy within our community.
- For fiscal year 2003, City spending for cultural programs (line item, grants and CRC) totaled \$696,568.
- For populations between 100,000 and 500,000, the average support received from federal, state, and local grants is around 30% of an average cultural organization's budget. Cultural organizations that participate in the city and county grant programs average 18 % of their budget from state and local grants. Local government funding (city, county, CHSP, TDC, and school board funding combined) comprised 10 of the 18%.
- Few local organizations receive federal grants and state government funding overall was cut 75% in FY2004.

- Earned income and sponsorship dollars coming into cultural organizations participating in our city grants program averages 58% of its budget while the national average is somewhere in the area of 48%. These figures point to strong efforts by our local organizations to attract private support. It also reveals that organizations must spend a significant part of their time on fund raising efforts.
- A competitive grants program is a more secure and stable source of public funding dollars. Line item funding puts arts organizations in the hands of a majority of a political entity. As political priorities change, line item funding could abruptly change putting a cultural entity at considerable risk. A competitive grants program rewards organizations that are effective at private sector fundraising and establishing widespread private support for their endeavor.

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*"The arts give a generation the ability to define its own time. It seems to me on a very grassroots level, the future survival of the arts in this country may have something to do with the artists, playwrights, and dancers opening their worlds to the next generation. There is nothing more inspiring for students than to meet an artist who has managed to make a life of creation. And, frankly, there's nothing more inspirational for an artist than being in touch with the future."*

— Wendy Wasserstein, playwright  
1999 Nancy Hanks Lecture on Arts and Public Policy American Council for the Arts

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## RECOMMENDATIONS: OBJECTIVES & STRATEGIES

**3.1 A growth in funding for arts and heritage programs will strengthen efforts to grow our economy, increase education opportunities, facilitate access, and improve our quality of life.**

3.1.1 A standing Ways and Means Advisory Committee within the CRC should be organized to develop, evaluate, and assist in the implementation of private and public funding initiatives. The Committee will be chaired by a member of the CRC board and include CRC board members. The Chair will invite members of the cultural plan funding task force and others in the community including individuals with expertise in government finance, business, planning, endowments, and demonstrated leadership to serve and assist the CRC in pursuing funding objectives.

3.1.2 The Ways and Means Committee will review all potential sources of public and private support for arts and heritage and develop a plan to match these sources with specific proposals outlined in the cultural plan. Potential sources include community contribution tax incentive programs, a workplace giving program, arts and heritage endowments created within the Community Foundation of North Florida, and such non traditional and innovative sources as a voluntary "Round Up for the Arts" [see Appendix, Section 14].

3.1.3 The Ways and Means Committee will work with the City and County to assure that existing sources of public funding are preserved and create new sources of dedicated funds for local cultural organizations and for the local arts agency.

3.1.4 The Ways and Means Committee will help the City and Leon County look for new, sustainable sources of dedicated public funds from sources that directly benefit from a healthy cultural community to supplement the annually appropriated budgets from general funds.

3.2 The CRC will work in cooperation with the Community Foundation of North Florida and cultural organizations to enhance their efforts to build community awareness and promote private-sector giving to cultural and heritage programs. The Foundation's campaign will significantly increase contributions, sponsorships, and bequests from individuals, businesses, and corporations for cultural development (see marketing goal).

3.2.1 The CRC will develop media partnerships to promote the importance of philanthropic gifts to arts and heritage organizations (see marketing report).

3.2.2 The CRC will continue to refrain from competing with organizations in the direct solicitation of funds.

3.3 The City and County should continue to provide funding for the CRC to administer a technical assistance program for individual artists, arts and cultural organization staff, board members, and volunteers to enable them to be more competitive for funding.

Technical assistance program should:

- Look for opportunities to match business volunteers with cultural organizations.
- Help identify potential board members for area cultural organizations who could increase organizational capacity to raise private contributions.
- Offer fundraising and board development training to cultural organizations.
- Build the cultural community's capacity to collaborate beyond traditional sources of arts and heritage funding to include social service, education, criminal justice, community affairs, and other funding sources.
- Help identify sources of private sector contributions including civic organizations, the business sector, foundations and federal grants.

*“ Earned income and sponsorship dollars coming into cultural organizations participating in our city grants program averages 58% of its budget while the national average is somewhere in the area of 48%.*

*These figures point to strong efforts by our local organizations to attract private support. It also reveals that organizations must spend a significant part of their time on fund raising efforts.”*

— Kate Collier, Co-Chair  
Funding Task Force

3.4 The City of Tallahassee should increase cultural funding with the goal of meeting or exceeding national averages of comparable communities and meeting the demonstrated need identified in the Cultural Plan. The City's annual appropriations should be linked to:

- a. Annual CRC proposals with budget requests to the City that specify funding priorities, demonstrated needs, level of grants requests, and results from the previous years activities;

AND/OR

- b. A quantifiable indicator developed by the City in consultation with the Ways and Means Committee of the CRC. Examples of methods used in other communities include a specific dollar amount per capita of population served by CRC, a specified percentage of the City budget, or a designated percentage of an identified City revenue source.

## 3.5 The CRC Board will enforce grant guidelines that:

- Further the goals of the Tallahassee Cultural Plan.
- Continue to require applicants to specify outcomes they hope to achieve with their public funds and then account for results in final reports.
- Continue to consider an applicant's fulfillment of previous CRC grant contracts when considering their subsequent grant requests.
- Require an application review and curing process for applicants during the month prior to the grant application deadline. If the application is deficient, the applicant will be notified in writing and may revise their application. At the end of this period, if the errors are not corrected by the final deadline, the application will not be forwarded to the grant panel.
- Continue to require grants panels appointed by the CRC board be representative of the community and provide balance, objectivity, and reflect the community's priorities.
- Use overall reported results to help justify the CRC request for next year's City and County funding.

## 3.6 Line item appropriations must be avoided.

Therefore, it is recommended that existing line item funding be transferred to the granting program beginning in FY 2004.

*"Creative private and public funding of the goals in this Plan will be the most profitable long-term investment our community will ever make."*

— Elise Judelle, Co-Chair  
Funding Task Force

3.6.1 To ease the transition for the largest line item funding recipient, the Mary Brogan Museum, any reductions in line item funding should be phased in over a period of three years as follows:

- The Brogan will submit a grant application for FY 2004 for \$250,000, will receive a guaranteed award by the CRC, and will follow all normal granting reporting procedures.
- For FY 2005, the Brogan will submit a grant application for funding at 90% of FY 2004 (\$225,000 guaranteed), and in FY 2006 for 50% of FY 2004 (\$125,000 guaranteed).
- The Brogan will not seek additional funds from the grant program until FY 2006, at which time it would be eligible to apply for grant money through the competitive grant process in the amount of the difference between the \$125,000 and the maximum available in the applicable grant category. At the end of the three-year transition period, all applications will be competitive.

3.6.2 The City and County should continue to appropriate funds for re-granting through the CRC at a minimum of the total FY 2004 appropriation including line items. Savings from phased-out, guaranteed awards should be allocated to the CRC's major institution grant category.

3.6.3 All city designated funding for arts and heritage programs will flow through the CRC grant process. However, organizations may receive funds from other city programs with different performance standards such as public facilities, historic preservation and community block grants.

## 3.7 The CRC Board should continue to award recommended grants only after City and County budgets are passed.

3.7.1 The Advisory Committee endorses the CRC's granting system which ranks and awards grants based upon the total grant points accumulated. Should funds be inadequate to meet the recommended amount of the grants, any reductions in dollars budgeted will only affect organizations that fail to reach the total point threshold. Iteration of grant dollars was specifically rejected.



## GOAL 4:

Develop new and improve existing cultural facilities to attract and stimulate interest in Florida's capital city.

### PUBLIC CULTURAL FACILITIES TASK FORCE

Paula Smith,  
Chair, Community Volunteer

Kathy Archibald,  
Community Volunteer

Rick Barnett,  
Barnett Frantzak Architects

Carmen Cummings,  
District Representative,  
Congressman Allen Boyd

Sue Dick,  
President, Greater Tallahassee  
Chamber of Commerce and  
Economic Development  
Council

Tim Edmond,  
President, Capital Region,  
Arrida, a St. Joe Company

Wendy Grey,  
Wendy Grey Land Use  
Planning

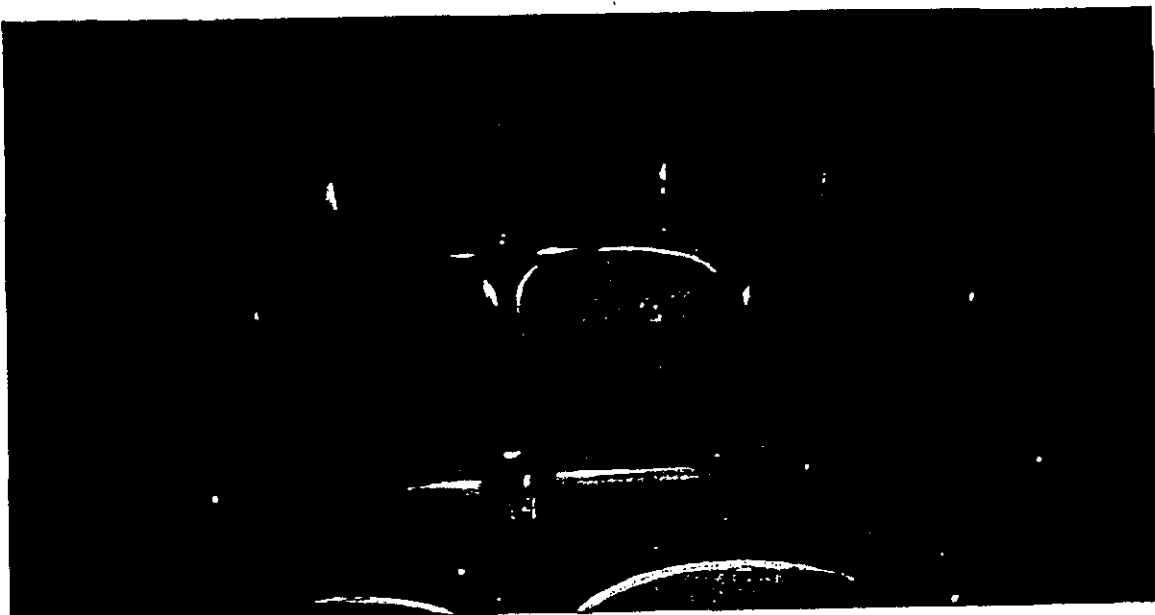
Wade Hopping,  
Attorney Hopping, Green &  
Sams, P.A.

Ivan Johnson,  
Johnson Peterson Architects

Beth Langford,  
Community Volunteer

Longineu Parsons,  
Assistant Professor  
of Music, FAMU

Rodner Wright,  
Dean of the School of  
Architecture, FAMU

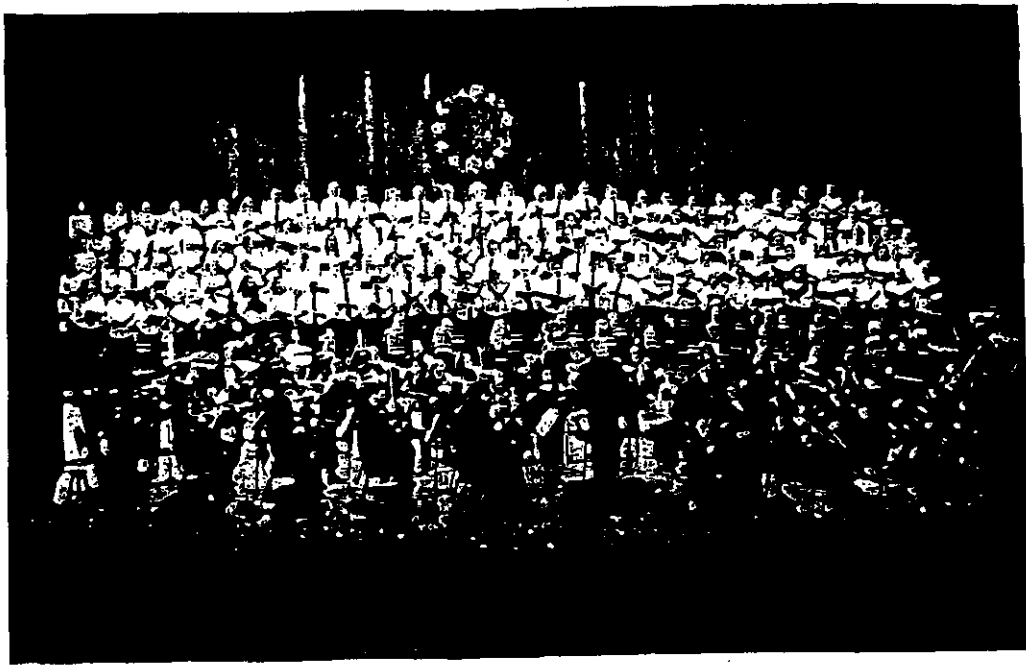


### FINDINGS:

- Over 85% of survey respondents indicated the need for a performing arts facility for theater, music, and other cultural activities.
- Numerous cultural organizations have outgrown their existing spaces. Many have a critical need for support space.
- A comprehensive facilities inventory reveals a community heavily dependent on higher education facilities for rehearsal and performance needs.
- The governments and citizens of Tallahassee/Leon County must collaborate with state government, Florida State University, Florida A&M University, and Tallahassee Community College to address public facility needs.
- More than 90 cities in the United States have created cultural districts to help establish a cultural identity and to revitalize urban areas. Cultural facilities in these districts serve as anchors to attract participation.

*"There has always been opportunity in Tallahassee, but this time is unique. We must have the discipline to create cultural opportunities and facilities if we expect to be a truly great city."*

— Paula Smith, Community Volunteer  
Chair, Public Cultural Facilities Task Force



## RECOMMENDATIONS: OBJECTIVES & STRATEGIES

**4.1 The City of Tallahassee and Leon County should preserve and improve existing cultural facilities and encourage development of new cultural facilities through grants, funding, marketing, promotions and in-kind services. (e.g., assistance from engineering, permitting, parks and recreation, and public works) .**

4.1.1 A standing Facilities Advisory Committee will be organized within the CRC to further the facilities recommendations of the cultural plan. The Committee will be chaired by a member of the CRC board and include CRC board members. The Chair will invite members of the cultural plan Facilities Advisory Task Force and others in the community, including individuals with arts management, construction, architectural and land use planning expertise, to serve and assist the CRC in pursuing all facilities objectives.

**4.2 The City should establish and begin marketing two areas as Cultural Districts: Gaines Street/Downtown and Midtown. (See map and description in Appendix Section N)**

4.2.1 Promotions of new cultural districts should also acknowledge cultural attractions on the City's perimeters.

**4.3 The City should develop a plan to establish a multi-purpose cultural support center, preferably in one of the Cultural Districts.**

4.3.1 Within 90 days of the City Commission's acceptance of the cultural plan, the Mayor and the County Commission Chair will appoint a committee to develop a plan for the cultural support space that is achievable in the near term. The city should contract with the CRC to provide staff support.

4.3.2 This Center would offer shared central office services, including administrative support and equipment (computers, copiers, fax, etc.) with separate office spaces for local organizations. If possible,

## GOAL 4: RECOMMENDATIONS: OBJECTIVES & STRATEGIES

Attachment #

Page

37 of

47

the Center should make available rehearsal space and storage space for costumes, props and sets and space for construction of sets and costumes. Rehearsal, storage, and shop space could be located in another area if one site will not accommodate all functions.

4.3.3 This Center could be a public/private partnership, include arts related businesses, and facilitate the incubation of new arts organizations and arts related businesses.

### 4.4 The City will develop a plan for the construction of a performing arts venue.

4.4.1 Within 90 days of the City Commission's acceptance of the cultural plan, the Mayor and the County Commission Chair will appoint a committee to develop a plan for the building of a performing arts venue.

4.4.2 This plan should include a site recommendation and a size, operating, funding, and management plan, as well as design recommendations and a timeline for construction phases. The committee should include professionals in the field of theater design, management and production, as well as architects, patrons of the arts, and business leaders. seek input from local organizations who would be frequent users of the facility.

4.4.3 The professional services of a consultant should be budgeted for and engaged.

4.4.4 The city should contract with the CRC to provide staff support services.

### 4.5 The City, working with the facilities committee of the CRC, should move forward with its plans for:

- The Challenger stage at Kleman Plaza including appropriate infrastructure necessary to support outdoor events. This should be completed by January 2005.
- The rehabilitation of Doug Burnette Park, with infrastructure necessary to support outdoor events. This should be completed by January 2005.
- Cascades Park, including the restoration of existing buildings and designation of green-space for outdoor events. This date is to be decided.

4.6 The City should encourage and support other groups to provide outdoor amphitheater/cultural space such as those currently being discussed at Cascades Park, Goodwood Museum and Gardens, Maclay Gardens, The Tallahassee Museum, and private developments such as SouthWood.

4.7 The City and Leon County should encourage collaboration between The Department of State, FAMU, FSU, and TCC to secure funding to

*"An actor's needs are simple: he wishes only to have the audience and himself prepared for the play with distractions. The theater architect is a key player in event. When he designs a great stage, and the creative talents of playwright, director, designers, and actors connect to the space, there is magic in the theater."*

— Jane Alexander, A  
Past Chair, National Endowment for the  
Arts, Eppes Professor of Theater, Florida State University



develop a "Monster Library" on Gaines Street.

4.7.1 This library should house research and literary collections for use by all.

4.7.2 The CRC Facilities Committee should assist this effort.

4.8 The City should work with Leon County to encourage the development of exhibition space for visual arts.

*"Cultural facilities and events enhance property values, tax resources, and overall profitability for communities. In doing so, the arts become a direct contributor to urban and rural revitalization."*

— "The Role of the Arts in Economic Development"  
National Governors Association Report, 2001

4.9.1 An art collection of major significance for Florida should be included in design plans for the "Monster Library" or in other cultural facilities.

The performing arts venue should include plans for important art exhibition space.

4.9 The City should work with the State of Florida, FSU and Leon County to preserve the R.A. Gray building as a site for the display of exhibits related to the history of Florida, World War II, and the State Archives.

4.10 Kleman Plaza cultural institutions should continue programmatic collaborations that make Kleman Plaza an attraction.

4.11.1 Kleman Plaza could include water features and interactive science/art sculptures along its pedestrian paths to reinforce the educational connection between the Mary Brogan Museum and the Challenger Center.



## GOAL 5:

Market arts and heritage to develop audiences and build the image of Tallahassee as a cultural destination.

### AUDIENCE DEVELOPMENT AND MARKETING TASK FORCE

Karen Wendland,  
Chair, Executive Director,  
Capital Medical Society

Judy Bailey,  
General Manager, Clear  
Channel Communications

Althemese Barnes,  
Executive Director, John C.  
Riley Foundation

Bill Behenna,  
Public Information Manager,  
City of Tallahassee

John Bower,  
President, Stage  
Promotions, Inc.

Mike Bristol,  
President & CEO,  
Tallahassee Convention and  
Visitors Bureau

Sasha Erickson,  
Tri-Eagle Sales

Chaire Evans,  
Marketing Director, Comcast

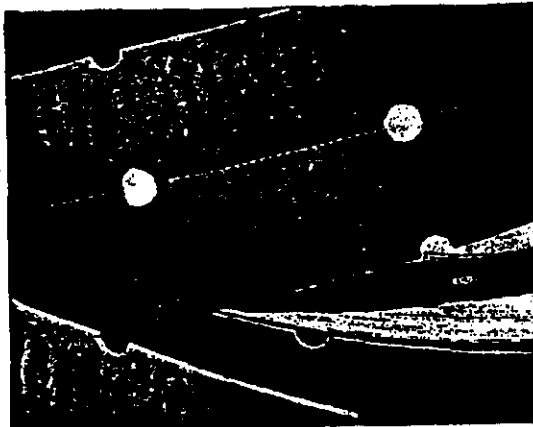
April Herrle,  
President, Herrle  
Communications

Luanne Lenberg,  
Marketing Director,  
Governor's Square Mall

Barbara Primus,  
Artist and Member of  
Railroad Square Artists

Tom Tomaasi,  
Marketing Director,  
Tallahassee Democrat

Harold Uzzell,  
President,  
Uzzell Advertising



*"Working on the city's cultural plan has convinced me - Tallahassee is unbelievably rich in arts and culture. Now, let's spread the good word!"*

— Karen Wendland  
Executive Director, Capital Medical Society  
Chair, Audience Development and  
Marketing Task Force

### FINDINGS:

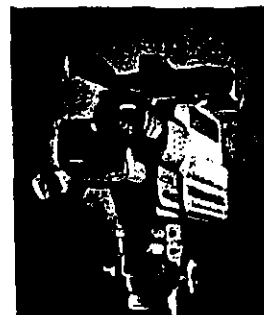
- Marketing efforts are inadequate within the current CRC because of limited funding.
- Audience development is a critical need of our local cultural organizations who have limited marketing dollars.
- Access and parking deficiencies present barriers to participation.
- More interaction and collaboration is needed between our TDC and our local arts agency.
- Market research is an effective tool to help cultural organizations determine the desires of our community.
- City leaders have demonstrated their active support for arts, heritage, and cultural development. Implementation of this plan requires that the cultural life in Tallahassee continue to be a priority in their policy, marketing and funding decisions.
- Tallahassee/Leon County has a high percentage of the population requiring economic assistance, as well as physical and programmatic accommodations related to aging and disabilities.
- Strategies to diversify and develop new audiences include: programming to new audience interests, sending artists and cultural programs into communities, and emphasizing the social aspects of arts and culture.
- Strategies to broaden participation among existing audiences include: removing barriers of inconvenience, access, signs, transportation, parking, childcare, etc.; determining what channels of information they use; and formulating a message to best reach them.
- Strategies to deepen the participation of existing audiences include making participation more rewarding through feeling a close association with the cultural presenter, providing special events, seminars, pre- and post-performance discussions; and enhancing the social benefits of participation.

**RECOMMENDATIONS: OBJECTIVES AND STRATEGIES**

**5.1 Organize a standing Audience Development and Marketing Advisory Committee within the CRC to further the marketing recommendations of the cultural plan.** The Committee will be chaired by a member of the CRC board and include CRC board members. The Chair will invite members of the cultural plan audience development task force and others in the community including individuals with media, marketing, public relations, cultural diversity and accessibility expertise to serve and assist the CRC in prioritizing and pursuing marketing objectives.

**5.2 The CRC should broaden its marketing function to work closely with the cultural attractions and the CVB to oversee implementation of marketing objectives including:**

- Creating a "brand" for the message that "Tallahassee is loaded with Culture". The "brand" needs to include a logo and a tag line. The brand needs to be fun, lively, engaging, i.e. Culture Shock! Or Want a Culture Shock? ...Get out and see Tallahassee! (see Appendix Section R)
- Increasing the visibility of a CRC clearinghouse to serve as the information hub for information/tickets and schedules for arts activities. Ensure that all marketing represents diversity in Tallahassee.
- Seeking funds to develop and widely distribute marketing materials.
- Exploring new and expanded partnerships between the CRC, CVB, and the TDC.
- Developing plans to minimize barriers that prevent people from participation in cultural programs.
- Convening discussions with the presidents of our three institutions of higher learning. One issue should be the lack of easy access to campuses for cultural/arts functions. For example, the lack of parking for events and accessibility issues for individuals with disabilities are concerns.
- Continuing to encourage applicants for city and county funding to meet and exceed compliance to the Americans with Disabilities Act (ADA) and related Florida Statutes by asking for descriptions to demonstrate their efforts.
- Offering visibility and participation building workshops and consulting services to help arts and heritage organizations understand how to diversify, broaden, or deepen audience participation.



**5.3 The City, TDC, CVB, the universities, private businesses, and the Chamber of Commerce should be encouraged to integrate cultural market research questions into their ongoing surveys of citizens, visitors, and businesses.** Market research could be utilized to better understand and learn the region's cultural desires.

**Marketing Timeline**

- Fall 2003 - Begin planning and production of brand development and collateral materials for comprehensive marketing plan.  
One-time "project based" funding.
- Fall 2004 - Debut the comprehensive marketing plan.  
Additional operations funding.
- 2005 - Spring or Fall. Create an annual event to gain greater awareness of culture in Tallahassee and seek funding for annual operations (See Appendix Section R).

## CAPITAL CULTURE

### GOAL 6:

Transform the Cultural Resources Commission and expand its responsibilities to oversee implementation of the cultural plan.

#### ADVISORY COMMITTEE CO-CHAIRS WITH TASK FORCE CHAIRS

Janet Hinkle,  
Co Chair  
Marjorie Turnbull,  
Co Chair  
Kate Collier  
Elise Judelle  
Kay Stephenson  
Paula Smith  
Karen Wendland  
Oll Ziffer



#### FINDINGS:

- There is broad-based, unified private and public will to enhance the Capital Area cultural community.
- The cultural planning has raised the visibility of the CRC which had previously not been widely visible to a broad sector of the community.
- The CRC re-grants City and County funding critical to the Capital Area cultural development. Operational support from government is a critical component to the success of all cultural organizations.
- City and County Commissioners, as well as the broader community, are not readily knowledgeable about who serves on the CRC Board.
- The trend in arts councils nationwide is toward service and away from program implementation.
- FSU, FAMU, and TCC significantly impact the quality of our community's cultural life and their perspective should be considered in CRC policy issues.
- The CRC currently receives a significant portion of its operational dollars through contracts with the City and County to administer a grants program and an arts in public spaces program. These contracts drive the CRC's operational priorities.
- A need for additional services from the CRC has been identified in the community.
- Surveys, focus groups, and individual interviews concurred that certain services common to all or most cultural organizations could be provided more cost effectively and professionally by a central organization such as the CRC than by each individually.

- State statutes grant authority to the County to create a fine arts council for purposes that include: stimulating governmental and public awareness and appreciation of the importance of the arts; encouraging and facilitating participation in artistic activities; encouraging and facilitating greater and more efficient use of governmental and private resources for the development and support of the arts; promoting the development of artists, arts institutions and community organizations; sponsoring arts activities and audiences; developing a center or complex of physical facilities for the use of the arts; contracting for artistic services, performances and exhibits; providing financial and technical assistance to artists, arts institutions, and audiences.
- The CRC was created by County Commission resolution under Section 265.32, Florida Statutes and through an Interlocal Agreement between the City and County, which designated the CRC as the arts council for both the City and the County. The CRC is also established as a 501(c)(3) corporation for federal tax purposes.
- Implementation of the cultural plan will require proactive community leaders dedicated to committing time and creative energy to effect change and to make arts and heritage in our community purposeful, rewarding, and meaningful.

*" I believe there is real hope in our community that the cultural plan will be a living, breathing document that will guide our day-to-day efforts. It provides goals and strategies that demand persistence and courage to achieve. "*

*— Janet Hinkle, Co-Chair  
Cultural Plan Advisory Committee*





**6.1 The City should establish the Cultural Plan Audit Committee to monitor plan implementation strategies and provide staff support.**

6.1.1 The Cultural Planning Advisory Committee should, prior to adoption of the plan, nominate individuals for the Audit Committee from among the Advisory Committee and Task Forces membership and should seek civic leaders, higher education representatives, racial and cultural diversity, arts, heritage and cultural leaders, business, government, K-12 education, philanthropists and cultural workers.

6.1.2 The Audit Committee should be appointed by the City and County Commissioners within 90 days of the plan's adoption to represent the Capital Area community's interest to oversee the first three years implementation of the cultural plan. The audit committee will gather and monitor benchmark data including, but not limited to, attendance at various cultural and arts programs in order to provide information as to the progress we are achieving as a community in growing and cultivating the arts.

6.1.3 The Audit Committee should meet at six-and twelve-month intervals for three years after the plan is approved to monitor progress and recommend adjustments to the plan and its implementation as required. Meeting schedule: January 2004, June 2004, January 2005, June 2005, January 2006, June 2006.

6.1.4 The Audit Committee should convene again in January 2007 to evaluate progress and determine if the cultural plan should be updated with a new community assessment and plan.

*" You never know about art. It has a way of coming back around. It connects us; it provides the ligaments and the ties that bind, holding the species together along the trajectory of its evolution. In that sense, among many, it can be said to perform a public function, in the purest sense of the word. "*

— Winton Blount, former Postmaster General  
Past President, U.S. Chamber of Commerce  
Benefactor, Alabama Shakespeare Festival and Montgomery Museum of Fine Arts

**6.2 The name of the Cultural Resources Commission should be changed to better reflect the broader mission defined by the Cultural Plan.**

**6.3 The newly named CRC should continue as an arts council created under state law and the City/County Interlocal Agreement, with 501(c)(3) status.**

**6.4 The CRC shall have a Board of Directors composed of 15 voting Board of Directors members appointed by the City and County Commission from nominees submitted by the CRC Board in accordance with state law and the Interlocal Agreement as modified from time to time.**

6.4.1 The process for identifying and nominating new Directors shall be provided for in the City/County Interlocal Agreement in accordance with state law. In appointing new Directors, each Commission should strive to draw from the broad community leadership engaged in the cultural plan.

6.4.2 As required by state law, directors will be recruited and appointed to serve the best interests of the arts and heritage in the community and will not view their role as representing any particular geographic area, interest group, arts institution, community organization, or audience. No individual committed to, or owing allegiance to, any particular arts faction shall be eligible to serve on the Board.

## GOAL 6: RECOMMENDATIONS: OBJECTIVES & STRATEGIES

Attachment # 1  
Page 44 of 47

6.4.3 When nominating and appointing directors, the CRC and the City and County Commissions shall consider community, business and volunteer leaders, demonstrated commitment to the arts and heritage, financial, management or marketing expertise, and practicing artists.

6.4.5 A member of the City Commission and a member of the County Commission shall be designated by their respective bodies to serve as ex officio Directors of the CRC as provided by state law.

6.4.6 The responsibilities of the Board shall include an annual report to the City and County Commissions on Cultural Plan implementation and other activities of the CRC, policy development, strategic planning, annual budget development and approval, fiscal oversight, program oversight and evaluation, election of the Chair, appointment of members of grant review teams, identification and recommendation to the City and County Commissions of nominees for new directors, providing for an audit, legal compliance, actively engaging in public awareness and advocacy, representing CRC before elected bodies, and hiring, firing, and evaluating the Director.



6.4.7 The presidents from FSU, FAMU, TCC, and the Superintendent of Leon County Schools will be asked to appoint a liaison to the CRC.

6.4.8 The Board of Directors shall have new standing committees including Ways and Means, Youth and Education, Facilities, Audience Development and Marketing, and Economic Development. Each Director will serve on at least one committee and each committee will be chaired by a Director. Committee membership may include representatives from the community with expertise in the area of the committee's responsibility.

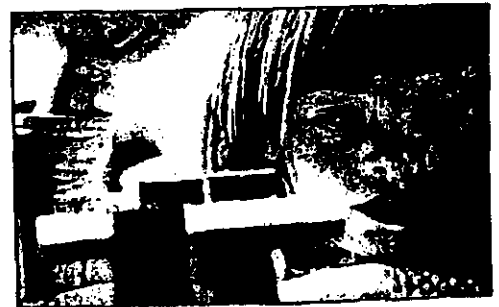
6.4.9 For FY2004, funding for additional human resources and materials should be added to the CRC budget allocation.

6.5 The CRC should examine its mission, goals and objectives in light of the community's call for expanded leadership and service and the Board of Directors shall undertake its own strategic planning to respond.

6.5.1 The cultural plan calls for the CRC to coordinate implementation of the cultural plan and to lead in advocacy and service by fulfilling the following responsibilities:

### 1. Funding and funds development

- Advocating for increased local government funding to meet the growing cultural needs and desires of the community
- Cultivating private sector arts/culture/heritage donors in support of cultural organizations
- Managing grant programs for the city and county commissions
- Providing fundraising and grant writing assistance (public, private, local and state)
- Seeking supplemental state and national funding
- Providing assistance in the development of collaborative proposals for joint funding strategies
- Providing informational support for resource development (endowments, planned giving)



## GOAL 6: RECOMMENDATIONS: OBJECTIVES & STRATEGIES

Attachment # 1  
Page 45 of 47

### 2. Economic development

- Representing the cultural sector in economic development efforts with the Chambers, EDC, and CVB
- Documenting economic impact of the cultural sector
- Representing the cultural sector in cultural tourism efforts

### 3. Marketing and Audience Development

- Organizing public awareness campaigns and/or collaborative marketing and audience development programs
- Promoting cooperation and collaboration among cultural organizations
- Maintaining a calendar and aid in scheduling and coordination of flow of information
- Providing audience development and marketing support to promote events
- Publishing print and web guides to cultural organizations in the area



### 4. Community leadership

- Taking the lead in implementing or overseeing implementation of priority recommendations of the cultural plan
- Promoting diversity in cultural programs, leadership and audiences

### 5. Capacity building assistance to cultural organizations and artists

- Encouraging the development and use of existing and new cultural facilities
- Providing support in board recruitment and development
- Promoting the development and marketing of individual artists
- Providing support in working with volunteers
- Managing the City's Art in Public Places Program

### 6. Arts Education

- Encouraging a sustained commitment to arts and heritage education in all the schools
- Coordinating a community arts and heritage education network of programs
- Developing an arts mentoring program within the schools

## 6.6 Present the plan to the City and County Commissions and School Board.

6.6.1 The Cultural Planning Advisory Committee Co-Chairs will present the Committee approved cultural plan to the City Commission July 2, 2003.

6.6.2 The Co-Chairs will seek adoption of the plan by the County Commission.

6.6.3 The City and County Commissions should adopt the Cultural Plan and develop an Interlocal Agreement that reflects the goals and objectives of the plan and provides for the appointment of members to the CRC. The City and County Commissioners should identify the objectives of the plan, which should be included in the Comprehensive Plan.

6.6.4 The Co-Chairs and representatives of the Arts Education Task Force will present the cultural plan to the Superintendent and the School Board for their consideration in planning the implementation of those plan objectives affecting the school system.

## 6.7 Secure additional funding to implement the cultural plan.

6.7.1 New funds and existing funds will be budgeted by the CRC Board in accordance with the goals and objectives of this plan including the costs of the new positions and some costs of new services. Increased administrative funds should not reduce the grants budget.

## GOAL 6: RECOMMENDATIONS: OBJECTIVES & STRATEGIES

Attachment # 1  
Page 44 of 47

6.7.2 The City should increase the CRC budget by \$150,000 in FY04. The City should consider requests for larger appropriations in subsequent years based on CRC proposals for actions and reports of results that further this plan.

6.7.3 The CRC should request a comparable increase from Leon County for CRC funding without reduction of the grants budget.

6.7.4 The CRC should seek grants from the Florida Department of State, Division of Cultural Affairs, Florida Arts Division, the National Endowment for the Arts, and the NEA Challenge America program funds to implement key provisions of the cultural plan.

6.7.5 The CRC Ways and Means Committee should work with the Tourist Development Council and the County Commission to evaluate the use of the tourist development tax to support cultural attractions that increase tourism and hospitality industry revenues.

*" Culture in Tallahassee means to me the wealth of arts and artists contributing to this community's high quality of life. For our size, we have an unusually high concentration here of world class visual artists, dancers, poets, writers, musicians, filmmakers, and actors. Audiences have super abundant opportunities to satisfy their cravings! "*

— Cultural Plan Online Survey Respondent, 10/03

6.7.6 The CRC should research private foundations and seek funds to implement key provisions of the plan.

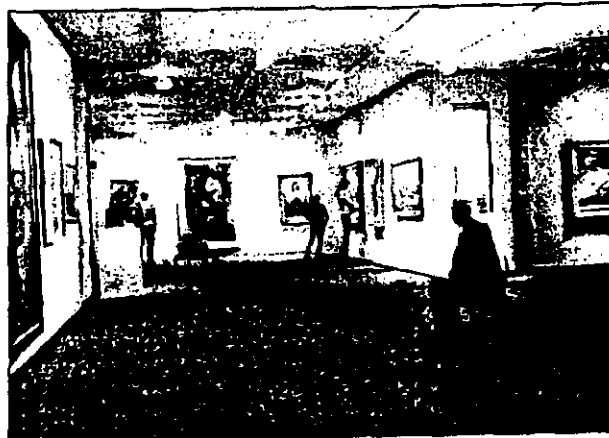
### 6.8 Each organization should develop plans to fulfill its role in the cultural plan.

6.8.1 The CRC Board of Directors should meet with the boards of nonprofit cultural organizations to help them appreciate the implications of the cultural plan.

6.8.2 Cultural organizations should undertake their own strategic plans to examine how their missions, goals, and plans align with the priorities of the cultural plan. It is likely many will want to revise their plans to take advantage of the momentum of the cultural plan to integrate arts, culture and tourism more closely with the region's large economic and quality of life concerns.

6.8.3 Cultural organizations should formulate their new proposals for CRC grants to further priorities of the cultural plan. Grants criteria will be closely linked to the plan.

6.8.4 Cultural organization staff and volunteers must continue to develop skills necessary to produce outcomes that will be fulfilled with the help of CRC funding and to measure and report results in their final reports. Continued funding for the organizations and the CRC will be evaluated taking into consideration demonstrated results.



**Memorandum**

August 18, 2003

To: Leon County Commissioners

From: Marjorie Penbull and Janet Hinkle  
Cultural Plan Advisory Committee Co-Chairs

This memo is to urge the adoption of the Cultural Plan and to clarify the position of the Cultural Plan Advisory Committee (CPAC) with regards to the budget request for the Cultural Resources Commission.

At our last meeting, the CPAC considered the needs of the Cultural Resources Commission and the implementation of the Cultural Plan. It was agreed that a \$150,000 increase was needed in their budget. The requested increase is in addition to the base amount budgeted for CRC by the City in FY 2002 and the County in FY 2003. The additional dollars will allow the CRC to pay for additional staffing needs to support the work of the citizen committees in implementing the cultural plan and to move to a larger and more accessible space.

It was our hope that the city and county would find a way to share in this increased cost. The budget request anticipated participation by both Commissions in order to insure success. However, because the plan was initiated by the City, we submitted the full amount of \$150,000 in our budget request to the City. We are hopeful that the City and County will continue to work toward an equal sharing of this additional cost and have been very pleased with the positive responses toward this goal that we have received from members of both commissions.

We urge the City and County Commissions to work together to make the plan a joint effort. The arts and heritage go beyond the city limits and are dependent on the collective leadership of both elected bodies.

In addition, we urge immediate attention to the recommendations to create a Performing Arts Venue and a cultural support center. Eighty five per cent of the over 1000 respondents to the cultural plan questionnaire cited the need for a Performing Arts Center. Tallahassee is the only Capital City in the United States without a community performing arts venue, hardly a distinction worthy of the fourth largest state in the union. We are very encouraged by the leadership shown by Leon County Commissioners with regard to adopting the use of the bed tax to support a performing arts center and urge adoption of this at your next meeting.

We want to thank you for your support of our efforts. We are a fortunate community to have elected leadership which recognizes the key role that arts and heritage play in enhancing our quality of life.

Attachment # 2  
Page 1 of 2

**Board of County Commissioners**  
**Agenda Request 30**

Date of Meeting: January 13, 2004

Date Submitted: January 7, 2004

To: Honorable Chairman and Members of the Board  
From: Parwez Alam, County Administrator  
Vincent Long, Assistant County Administrator  
Subject: Request for Appointments to the Cultural Resources Committee

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**Statement of Issue:**

This item seeks Board appointments to the Cultural Resources Committee (Attachment #1).

**Background:**

On October 14, 2003, the Board considered a status report on the research conducted by the County Attorney's Office regarding the statutory structure of the Cultural Resources Commission (Attachment #2). The Board voted to transmit proposed bylaw amendments to the Cultural Resource Commission (CRC), with the Board's recommendation that the changes be adopted at the November CRC meeting. The Board also recommended that the current CRC membership consider voluntary resignation and address the City's recommendations on membership. In order to provide continuity and continue the successful history of working with cultural organizations, it was recommended that at least four (4) members of the current CRC be encouraged to continue their service to the conclusion of their terms.

**Analysis:**

On November 12, 2003, the CRC Board of Directors held a meeting and unanimously took the following action:

*All current Board members will resign with the effective date the day of the appointment and qualification of appointees to fill all 15 seats. This Board, as presently constituted, will continue to serve until all seats currently vacant and those vacated by virtue of these resignations, are filled, at which time all resignations will become effective (Attachment #3).*

The CRC Board of Directors transmitted a list of nominees to fill the vacancies that the aforementioned resignations will create. The CRC has submitted a list of three names for each County appointment to the Committee in accordance with Section 265.32(2), which states in part:

*...in filling any vacancy which occurs, the board of county commissioners shall select the replacement council member from a list of three candidates to be submitted by the remaining members of the council. In the event that none of the three candidates suggested meets commission approval, the council shall submit another and entirely different list for commission consideration. This process shall continue until a suitable replacement has been found to fill the existing or anticipated vacancy.*

The Board is requested to make appointments to eight of the 15 seats on the CRC from the names provided in Attachment #1. The City Commission has tentative plans to take up the issue of appointing the remaining seven seats to the CRC at their January 28, 2004 City Commission Meeting (Attachment #4).

There are three Special Citizens' Committees of the Cultural Resources Commission that are to be directly appointed by the Mayor and the County Commission Chair. These Committees are: 1) Performing Arts Center Task Force, 2) Cultural Support Space Task Force, and 3) Cultural Plan Audit Committee (Attachment #5). Staff recommends that the issue of appointments to these committees should be taken up at the next Mayor/Chair meeting to devise a method for taking nominations and obtaining respective City and County Commissioner input.

CRC Standing Committees

The new CRC Standing Committees have been appointed by the existing CRC Board and nominees are currently being contacted to discern their willingness to serve. These appointments are pending review and approval of the incoming CRC Board. The CRC Standing Committees include: Economic Development, Arts and Education, Ways and Means, Marketing, and Facilities (Attachment #6).

Action Requested

This item seeks Board approval of one nomination for each of the eight categories (Practicing Artist, Heritage, etc.) from the list of names submitted for consideration by the current Cultural Resources Commission. In addition, it is recommended that the issue of Special Committee appointments be discussed at the next Mayor/ Chair meeting.

**Options:**

1. Approve the appointments to the Cultural Resources Committee.
2. Agenda the issue of CRC Special Committee appointments at the next Mayor/ Chair meeting.
3. Do not approve the appointments to the Cultural Resources Committee.
4. Do not agenda the issue of CRC Special Committee appointments at the next Mayor/ Chair meeting.
5. Board Direction.

**Recommendation:**

Options #1 and #2.

**Attachments:**

1. List of County Seat Nominees
2. October 14, 2003 Agenda Item
3. November 12, 2003 Letter from CRC Board of Directors
4. List of City Seat Nominees
5. CRC Special Committees
6. CRC Standing Committees

Superintendent of the Leon County Schools, and the Leon County Clerk of the Court. The Oversight Review Board shall be convened solely to address matters upon which the Project Review Committee reaches an impasse. The decision of the Oversight Review Board shall be final and binding upon the Project Review Committee and all Parties. In the event that the Oversight Review Board is unable to resolve a matter by majority vote, referred to it by the Project Review Committee, an impasse shall be declared and the matter shall be resolved in accordance with Section 10, Dispute Resolution.

**Section 6. Financial Provisions**

- a. **Tourist Development Tax.** The County agrees to impose an additional one-cent tourist development tax on a County-wide basis, as set forth in Section 125.0104(3)(l), Florida Statutes (2003). The proceeds of one cent of the tax imposed pursuant to Section 125.0104(3)(c) and (d), Florida Statutes (2003) which is required to be remitted to the County Tourist Development Trust Fund, in accordance with Section 125.0104(3)(i), Florida Statutes (2003), shall be dedicated exclusively for costs associated with a Performing Arts Center(s) to be located in the Downtown District Community Redevelopment Area. The Performing Arts Center project(s) shall be specifically subject to the review and approval or rejection of the Project Review Committee. Upon the request of the Agency, the County shall authorize, approve, and execute such documents as are necessary to authorize and permit the Agency to issue debt and pledge the above referenced proceeds for the repayment of that debt including the payment of debt service and costs of issuance. Any portion of the Tourist Development Tax not needed for the payment of debt service, construction and/or operational costs for the Performing Arts Center(s), shall at the option of the Agency and upon approval of the Project Review Committee be returned to the Leon County Tourist Development Trust Fund, for use for the purposes thereof.
- b. **Gaines Street Reconstruction Project.** The County agrees to contribute \$10.7 million, to be derived from its share of sales tax extension revenues as identified in Leon County Ordinance 00-35, to be used exclusively for the Gaines Street Reconstruction project as set forth in Leon County Resolution 00-30, dated June 1, 2000, as amended by Leon County Resolution No. R.03-63, dated September 23, 2003, provided the City contributes a minimum of \$17 million, derived from its share of sales tax extension revenues, to be used for the Gaines Street Reconstruction project, as identified herein, and the east/west pairing reconstruction project associated with the Gaines Street Reconstruction project and associated land acquisition and transportation related improvements in connection therewith. The County shall remit the subject funds to the City not later than 180 days from receipt of written notice from the City that the City funds have been contributed and the County funds are needed for the project. The subject funds shall be deposited into a City Project Work



## Board of County Commissioners Agenda Request 32

Date of Meeting: June 8, 2004  
Date Submitted: June 2, 2004

To: Honorable Chairman and Members of the Board  
From: Parwez Alam, County Administrator  
Herbert W.A. Thiele, Esq., County Attorney  
Subject: Approval of the Interlocal Agreement Among the City of Tallahassee, Leon County, and the Community Redevelopment Agency ("CRA")

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### **Statement of Issue:**

This agenda item requests Board approval of the Interlocal Agreement among the City of Tallahassee, Leon County, and the Community Redevelopment Agency ("CRA") (Attachment #1).

### **Background:**

On September 11, 2002, by Resolution No. 02-R-43, the City Commission found the area, located within the corporate limits of the City, described as the "Downtown District" to be a slum and blighted area. The County challenged this finding and pursuant to the Intergovernmental Conflict Resolution Act, Chapter 164, Florida Statutes, engaged in mediation with the City to resolve the differences and concerns regarding the Downtown District Community Redevelopment Area. However, both parties reached an impasse and subsequently on March 5, 2004, the County filed a Complaint against the City, challenging the creation of the Downtown District Community Redevelopment Area.

Subsequently, the Board appointed Commissioner Grippa to negotiate on behalf of the County a settlement to issues concerning the CRA. The City Commission appointed Commissioner Mustian, and both Commissioners Mustian and Grippa reached a consensus of opinion, the contents of which are embodied in the "Downtown Equal Investment Plan" agreement, dated April 9, 2004 (Attachment #2). Thereafter, on April 13, 2004, the Board of County Commissioners voted to approve the concepts embodied therein, with certain modest amendments. The City Commission took the matter under advisement on April 14, 2004, and approved same. Staff was instructed to prepare an Interlocal Agreement which encompassed the 14 points included in the Downtown Equal Investment Plan.

**Analysis:**

The Interlocal Agreement essentially incorporates the 14 major provisions of the Downtown Equal Investment Plan, and is presented for the Board's consideration. Staff has been informed that the City Commission will consider the matter at its regularly scheduled meeting of June 9, 2004.

Essentially, the Interlocal Agreement consents to the creation of a Downtown District Redevelopment Area by the City of Tallahassee. The Agency is to have a duration of no more than 35 years and the Agency shall consist solely of the membership of the City Commission. Importantly, however, the Interlocal Agreement creates a body known as the Project Review Committee. The Project Review Committee will consist of two County Commissioners and two City Commissioners, who have extensive authority and powers over projects expected to exceed \$500,000 in cost. In matters where the Project Review Committee reaches an impasse, the matter is submitted to an Oversight Review Committee, consisting of the Mayor, the Chairman, the Property Appraiser, the Superintendent of Schools, and the Clerk of the Court, for a final resolution of such matters.

The County has also agreed to fund the Downtown District CRA. The County will remit \$15 million and the City will remit \$13 million to jointly fund the Community Redevelopment Agency Downtown District Trust Fund, which will utilize those funds to revitalize the Downtown District CRA. As part of the financial provisions, the County has agreed to impose an additional one cent Tourist Development Tax in accordance with Section 125.0104(3)(1)(4), Florida Statutes (2003), essentially to assist in the funding of a performing arts center, the review and approval of which will lie with the Project Review Committee. Also included in the funding provisions, the County shall remit \$10.7 million to be derived from its shares of sales tax extension revenue, and the City will contribute \$17 million in sales tax extension revenue, to be used in the Gaines Street Reconstruction project.

The Agreement also includes procedures for the creation of new community redevelopment agencies or the expansion of existing community redevelopment agencies, as well as requiring Leon County to dismiss the lawsuit filed against the City concerning this matter.

**Options:**

1. Approve the Interlocal Agreement among the City of Tallahassee, Leon County, and the Community Redevelopment Agency.
2. Do not approve the Interlocal Agreement among the City of Tallahassee, Leon County, and the Community Redevelopment Agency.
3. Board direction

**Recommendation:**

Option #1

**Attachments:**

1. Interlocal Agreement
2. Downtown Equal Investment Plan agreement entered into by City Commissioner Mark Mustain and County Commissioner Tony Grippa on April 9, 2004

## Board of County Commissioners Agenda Request 41

Date of Meeting: October 12, 2004

Date Submitted: October 6, 2004

To: Honorable Chairman and Members of the Board

From: Herbert W.A. Thiele, Esq. County Attorney

Subject: Conduct the First and Only Public Hearing on a Proposed Ordinance Imposing and Levying a Fourth-Cent Tourist Development Tax

### **Statement of Issue:**

Conduct the first and only Public Hearing to adopt an Ordinance Imposing and Levying a Fourth Cent Tourist Development Tax (Attachment # 1).

### **Background:**

On June 8, 2004, the Board approved an Interlocal Agreement by and among the City of Tallahassee, Leon County and the Community Redevelopment Agency (CRA). Section 6(a) of the Agreement provides that the County will impose an additional one-cent tourist development tax on a County-wide basis pursuant to Section 125.0104(3)(l), Fla. Stat. (2003). The additional one-cent tourist development tax may be used to promote and advertise tourism in Leon County. Further, the CRA Interlocal Agreement provides that the proceeds of one cent of the tax previously imposed by the County, pursuant to Section 125.0104(3)(c) and (d) Fla. Stat. (2003), be segregated from other tourist development tax revenue, and dedicated exclusively for the costs associated with the construction and operation of a performing arts center(s) to be located in the Downtown District Community Redevelopment Area.

On September 14, 2004, at the regular meeting, the Board authorized staff to schedule a Public Hearing on a proposed Ordinance imposing an additional Tourist Development Tax (Attachment # 3).

### **Analysis:**

The proposed Ordinance, provides for the imposition and levy of an additional one-cent tourist development tax and creation of a separate account for the purposes of segregating one-cent of the three-cent tourist development tax, previously imposed, for use pursuant to Section 6(a) of the CRA Interlocal Agreement.

The Budget Resolution creates a dedicated account for the additional one-cent tax to be maintained. Pursuant to the CRA Interlocal Agreement, these funds will be allocated for the construction and operation of a performing arts center.

### **Options:**

1. Conduct the first and only public hearing and adopt the proposed Ordinance imposing and levying a fourth-cent Tourist Development Tax.
2. Approve the budget resolution creating the budget for the additional one cent of tourist tax revenue.
3. Conduct the public hearing and do not adopt the proposed Ordinance imposing and levying a fourth cent Tourist Development Tax.
4. Do not approve the attached budget resolution creating the budget for the additional one cent of tourist tax revenue.
5. Board direction.

### **Recommendation:**

Options # 1 and # 2.

### **Attachments:**

1. Proposed Ordinance
2. Budget Resolution
3. Notice of Public Hearing

[Back](#) | [Print](#)

## Board of County Commissioners Agenda Request 6

Date of Meeting: November 16, 2004

Date Submitted: November 10, 2004

To: Honorable Chairman and Members of the Board  
From: Parwez Alam, County Administrator  
Alan Rosenzweig, Director, Office of Management and Budget  
Subject: Authorization to Expend the Additional Fourth-cent Tourist Development Tax for Purposes Approved by the Community Redevelopment Agency Project

### **Statement of Issue:**

Authorize the expenditure of the additional fourth-cent tourist development tax for purposes approved by the Community Redevelopment Agency (CRA) Project Review Committee.

### **Background:**

On October 12, 2004, the Board adopted an ordinance imposing and levying a fourth-cent tourist development tax. Pursuant to the Downtown CRA Interlocal Agreement with the City, these funds will be allocated for a performing arts center. On November 10, 2004, it is anticipated that the City will convene as the CRA to approve the hiring of a consultant for the Performing Arts Center. The intent is to have the CRA actually contract with the CRC to engage the consultant. It is anticipated that the CRA Project Review Committee will meet on November 12, 2004, to provide approval to the consultant process being proposed. The City intends to loan the CRA \$200,000 for the consultant, with the repayment coming from the tourist development tax proceeds.

### **Analysis:**

Based on approval of the CRA Project Review Committee, the County will authorize \$200,000 to be paid to the CRA, as the tax is actually collected. Future allocations will proceed in a similar manner.

### **Options:**

1. Authorize the expenditure of the additional fourth cent tourist development tax for purposes approved by the CRA Project Review Committee.
2. Do not authorize the expenditure of the additional fourth cent tourist development tax for purposes approved by the CRA Project Review Committee.
3. Board Direction

### **Recommendation:**

Option #1.

[Back](#) | [Print](#)

**Board of County Commissioners**  
**Tuesday, December 13, 2005 Meeting - Follow-Up Memo**

Attachment # 6  
Page 1 of 1

**Date:** Tuesday, December 20, 2005  
**To:** Honorable Chairman and Members of the Board  
**From:** Parwez Alam, County Administrator  
**Subject:** Follow-up to County Commission Meeting of December 13, 2005

**Invocation and Pledge of Allegiance**

The Invocation was provided by Commissioner Thaell, followed by the Pledge of Allegiance.

**Awards and Presentations**

- Ms. Smith, Chairperson of the Cultural Resources Commission's Performing Arts Center Task Force, presented the recommendations of the Task Force:
  - the Performing Arts Center (Center) will be a two-venue Center with a 2,200-seat concert theater and a 700-seat multi-purpose theater
  - the Task Force selected the Civic Center property as the location for the Center
  - Commissioner Grippa moved, seconded by Commissioner Thaell, to approve Performing Arts Center Committee recommendations:
    1. Accept the Civic Center site recommendation with three conditions: (1) improvements to parking providing a minimum of 2,400 additional spaces and a plan for public transportation to and from remote parking sites; (2) improvements to traffic flow, taking into account peak usage of the both the Civic Center and the Performing Arts Center, addressing ingress and egress of parking areas; and (3) improvements to pedestrian safety and movement.
    2. County staff is directed to work with City staff and the Performing Arts Center Committee representatives to explore funding options for the capital costs of construction of the Performing Arts Center.

**The motion passed 7-0.**

Chairman Proctor presented a Resolution to Charles "Skip" Cook, Environmental and Professional Engineer, recognizing his five years of dedicated service to the County's Code Enforcement Board

Commissioner DePuy presented a Resolution designating December 10-16, 2005 as "Human Rights Week." Mr. Delmas Barber and Pastor Joseph Wright accepted the Resolution.

**NOTE:** Effective Jan 1, 2003 all lobbyists appearing before the Board must pay a \$25 annual registration fee. For registration forms and/or additional information, please see the Board Clerk or visit the County website at [www.co.leon.fl.us](http://www.co.leon.fl.us)

**Consent**

**ACTION TAKEN:** Commissioner Winchester moved, seconded by Commissioner Sauls, to approve staff recommendations on all Consent items. The motion passed 7-0.

- Item 1 Approval of Minutes for the November 8, 2005 and November 22, 2005 Regular Meetings  
(Clerk of the Court/Finance – Bob Inzer/Bill Bogan)

**The Board approved Option #1: Approve the minutes of the November 8, 2005 and November 22, 2005 Regular meetings.**

- Item 2 Approval of Payment of Bills and Vouchers Submitted for Approval for December 13, 2005, and Pre-approval Payment of Bills and Vouchers for the Period December 14, 2005 through January 9, 2006  
(OMB – Alan Rosenzweig)

## Board of County Commissioners Agenda Request 24

Date of Meeting: June 13, 2006

Date Submitted: June 7, 2006

To: Honorable Chairman and Members of the Board  
From: Parvez Alam, County Administrator  
Alan Rosenzweig, Director, Office of Management and Budget  
Subject: Acceptance of Performing Arts Center Committee Report and Approval of Siting and Funding Considerations

### **Statement of Issue:**

This agenda item requests the Board accept the Performing Arts Center Committee's recommendations regarding the siting of the Performing Arts Center (Attachment #1). In addition, this item requests the Board schedule a public hearing to impose an additional one-cent tourist development tax to assist in the overall funding of the project on July 11, 2006 at 6:00 p.m.

### **Background:**

At the December 13, 2005 meeting, the Board directed staff to work with the City and the Performing Arts Center Committee to evaluate sites for the Performing Arts Center and to review funding options to support the overall construction of the facility.

### **Analysis:**

The sub-committee, consisting of the City staff, County staff, and Performing Arts Center committee members, has met over the past several months reviewing options related to the siting and funding of the Performing Arts Center. The sub-committee forwarded their report to the Performing Arts Center Committee. As reflected in the attached summary, the Performing Arts Center Committee has unanimously endorsed the siting of the facility at the Johns Building location (Attachment #2). The City of Tallahassee currently owns the site. The City purchased the site for economic development purposes with the original intention of reselling for development. At their May 10, 2006 meeting, the City voted to reserve this location for the Performing Arts Center.

Attachment #1, page 2, provides a detailed list of all the funding options that were discussed. The overall funding may ultimately require a number of different revenue sources. One of the options available to fund this project is the imposition of an additional one-cent tourist development tax. The Performing Arts Center Committee recommends a one-cent tourist development tax be levied by the County for the specific purpose of funding the Performing Arts Center.

The additional one-cent will generate approximately \$800,000 annually. The funds could be used for design, construction, and, in the future, to support operational requirements of the facility. The Board can impose the tax through the adoption of an ordinance at a regularly scheduled public hearing. To be imposed, the tax would require a majority plus one of the Board.

### **Options:**

1. Accept the Performing Arts Center Committee's report and approve the siting of the Performing Arts Center at the Johns Building location.
2. Direct staff to schedule a public hearing to enact an additional one-cent tourist development tax to support the funding of the Performing Arts Center on Tuesday, July 11, 2006 at 6:00 p.m.
3. Do not accept the Performing Arts Center Committee's report and do not approve the siting of the Performing Arts Center at the Johns Building location.
4. Do not direct staff to schedule a public hearing to impose an additional one-cent tourist development tax to support the funding of the Performing Arts Center on July 11, 2006 at 6:00 pm.
5. Board Direction.

### **Recommendation:**

Options #1 and #2

### **Attachments:**

1. Performing Arts Center Report
2. Performing Arts Center location map

## EXECUTIVE SUMMARY

### HISTORY:

The Performing Arts Center Committee recommended the Performing Arts Center (PAC) be located adjacent to the Civic Center. This site recommendation was dependent on three conditions:

- Improvements to parking, providing a minimum of 2,400 additional spaces. This should include a plan for public transportation to and from remote parking sites.
- Improvements to traffic flow, taking into account peak usage times of both the Civic Center and the Performing Arts Center, addressing ingress and egress of parking areas.
- Improvements to pedestrian safety and movement.

As a result of that recommendation, the City and County Commissions directed their staffs to meet with representatives of the Performing Arts Center Committee to research the three conditions of the Civic Center site and develop funding options for the capital costs of construction of the Performing Arts Center.

Members appointed to this committee:

City: Tom Coe, Rauol Lavin, David Chapman, Michael Parker

County: Alan Rosenzweig

Performing Arts Center Co: Paula Smith, Gayle Nelson, Bob Inzer

### COMMITTEE FINDINGS ON SITE CONDITIONS:

- If the Performing Arts Center must construct the required parking, the cost of the project will rise significantly and reach a level impractical to attain.
- The cost of structured parking on the Civic Center site is prohibitive. The Turnbull site is no longer being considered by FSU as a location for future parking. The O'Connell site is needed for development and the development of that site should not be limited by parking requirements of the PAC.
- The Johns Building site (recently acquired by the City of Tallahassee) is surrounded by 6,200 existing parking spaces available for evening use by contracting with DMS.
- Based on the study of Theatre Projects Consultants, the Johns Building site meets the criteria established for a PAC and scores significantly higher when ranked comparatively with the Civic Center site.
- Experience from other national PAC projects predicts the PAC can generate significant development and economic activity throughout the area of its location and beyond.
- Traffic improvements can be successfully addressed by moving the proposed site of the PAC to the Johns Building site. This site is adjacent to the Education building, the Chevron site (also acquired by the City of Tallahassee), and within close proximity to Gaines St., Apalachee Parkway, Monroe St., Duval St., Bronough St., and to the heart of downtown Tallahassee.
- Improvements to pedestrian safety and mobility are achievable on the Johns Building site and can be planned in conjunction with Gaines St. improvements.

- Although the Johns Building site is not part of the existing CRA, it is immediately adjacent to the CRA and could be added without contention.
- The PAC has daytime parking needs of approximately 100 spaces. We believe this requirement can be addressed on the Chevron site or through agreements with adjacent properties.

**CONCLUSION:** The PAC should be located on the Johns Building site.

**COMMITTEE FINDINGS ON FUNDING REQUIREMENTS OF THE PAC:**

Construction of a two venue PAC will cost over \$100M. It is one of the largest public facility projects undertaken since the Civic Center (completed 1980, \$50M), the Leon County Public Library (completed 1991, \$12M) and the University Center at FSU (completed in phases - \$115M completed in 1997, \$25M Moore Center completed in 2004).

To assemble the required funding, all sources available should be considered:

- Private fundraising - up to \$20M must be raised. A 501C3 designation should be secured immediately.
- Bed tax of 1% passed for the PAC by Leon County Commission in 2004 now raises \$800,000/year. An additional 1% should be levied.
- CRA funding
- State legislative help must be secured. City, County and School officials should designate the PAC as a priority in next year's legislative requests.
- Federal legislative help must be secured. State, City, County and School officials should designate the PAC as a priority.
- Sales Tax - Local option tax designated for Blueprint 2000 expires in 2019 and yields \$36M annually.
- Schools have 1/2% sales tax, generating \$18M annually. Expires in 2012. This 1/2% is reserved for facilities identified on the school survey.
- State Grants - In projects larger than \$50M, a total of \$2.5M is available, payable over 5 years. This grant must be approved annually by the Legislature.
- Sales Tax exemptions - Used by the Kravis Center in West Palm Beach. Enables them not to pay sales tax on items that would otherwise be taxable.
- Property tax - 1/3 mil will raise \$4.7M in 2007, costing \$30 per \$100,000 of appraised property with bonding capacity of more than \$100M over 30 years. Milage rate could be lowered if growth rate exceeds conservative 3% projections. Voter referendum is required for General Obligation (G.O.) bonds.

**CONCLUSION:**

This committee recommends an assemblage of revenue, drawing on as many sources as possible.

Adopted by Performing Arts Center Committee, May 22, 2006.



**EXISTING PARKING WITHIN 5 MINUTE WALK**

72 spaces existing  
 523 spaces estimated private  
 5,658 spaces estimated private garages\*

**6,267 Total Spaces**

**REQUIRED SPACES**

1,300 spaces for One Center  
 1,100 spaces at PNC (approx. one space/75 patrons)

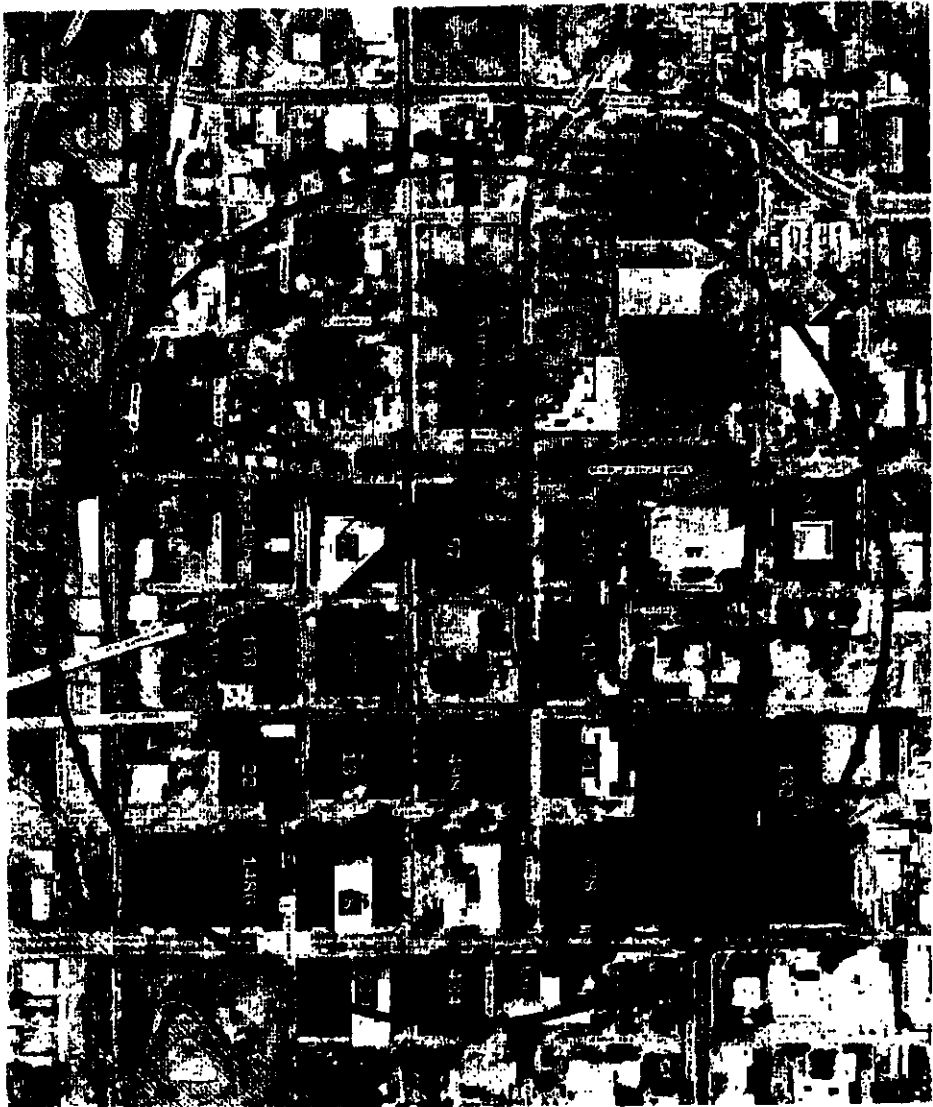
**2,400 Total Spaces**

**SPACES NECESSARY TO DEVELOP**

80-100 spaces for daytime use  
 None needed for evening use\*\*

\*One Center currently has 3,400 spaces available within a 5 minute walk.  
 About 1,300 spaces of this overlap with the 5 minute walk radius from the Johns  
 Building site

\*\*The majority of spaces are managed by the Department of Management  
 Services. For all practical purposes, these spaces are unavailable until 6 pm;  
 will be arranged for evening use.



**SITE E - JOHNS BUILDING - EXISTING PARKING**

**TALLAHASSEE PERFORMING ARTS CENTER SITE EVALUATION STUDY**

**THEATRE  
 PROJECTS  
 Consultants**

cont'd



**Leon County**  
**Board of County Commissioners**  
301 South Monroe Street, Tallahassee, Florida 32301  
(850) 488-4710 www.leoncountyfl.gov

Attachment # 8  
Page 1 of 7

Commissioners

CL PROCTOR  
District 1

NE G. SAULS  
District 2

AN WINCHESTER  
District 3

ONY GRIPPA  
District 4

DB RACKLEFF  
District 5

IFF THAELL  
Large

DePUY  
Large

ARWEZ ALAM  
County Administrator

ERBERT W.A. THIELE  
County Attorney

July 27, 2006

Anita R. Favors Thompson  
City Manager  
300 South Adams Street  
Tallahassee, FL 32301

RE: Performing Arts Center

Dear Anita:

The County is in the process of preparing materials for a Board workshop on August 22, 2006 regarding the performing arts center. The workshop will focus on the financing options of the various components of the project. In addition, the Board has scheduled for the same day a public hearing to impose an additional cent (5<sup>th</sup> cent) on the existing four cent tourist development tax.

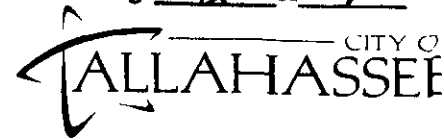
At the May 10, 2006 City Commission meeting, the City "set aside" the Johns Building as a site for the performing arts center. In preparation for the workshop, I would appreciate clarification on the intention of this statement. My understanding is that a 501(C) 3 has been established to support the Performing Arts Center and is amenable to working with the City and County in developing this site. In addition, any information you could provide on any other possible funding options the City has considered or will be considering for the center would be helpful.

Please feel free to contact me with any questions or concerns. Thank you for your assistance.

Sincerely,

A handwritten signature in black ink, appearing to read "Parwez Alam".

Parwez Alam  
County Administrator



August 14, 2006

Mr. Parwez Alam, County Administrator  
Leon County  
301 South Monroe Street  
Tallahassee, FL 32301

Dear PA:

I am in receipt of your letter dated July 27<sup>th</sup> requesting clarification of the City Commission's intent in "setting aside" the Johns Building as a potential site for a performing arts center. I have attached the minutes from the May 10<sup>th</sup> City Commission meeting at which the discussion occurred, for your perusal.

I believe that you will see from the minutes that the intention of the Commission was to indicate that they did not wish staff to proceed with any sale or commitment of the Johns property at this time. They set the property aside until a plan could be developed that would confirm funding for a performing arts center, both for construction and on-going operational costs. There was no decision made as to whether the property would be donated or sold to the 501(C) 3 pending a follow up plan. It is my understanding that it is the intent of the performing arts committee to come back to the City Commission sometime in September with a proposed chronology for development.

I hope this information is helpful to you with planning for your workshop. Please feel free to call me if there is additional information you feel I can provide.

Sincerely,

A handwritten signature in cursive script, appearing to read "Anita R. Favors Thompson".

Anita R. Favors Thompson  
City Manager

ARFT/akw

cc: Mayor and City Commissioners  
Michael Wright, Assistant City Manager  
Michael Parker, Director, Economic Development Department

**APPROVAL OF AFFORDABLE HOUSING TRUST FUND LOANS  
TO THE COMMUNITY REDEVELOPMENT AGENCY**

Item 21, presented by City Manager Thompson, was a staff recommendation to authorize a loan of \$200,000 from the City's Affordable Housing Trust Fund to the Community Redevelopment Agency (CRA), for the Goodbread Hills affordable housing apartment development and a loan of \$125,597 for the Frenchtown Village Marketplace mixed-use and residential development (*Option 1 as recommended by Economic Development*)

Commissioner Mustian moved to approve the recommended action and Commissioner Gillum seconded the motion.

Commissioner Lightsey requested that staff bring back details of the amount of commercial retail square footage included in the plans for the Frenchtown Village Marketplace, noting her desire to see as much commercial retail as possible on that site.

The vote on the motion was unanimous in favor thereof.

**PUBLIC SAFETY WIRELESS NETWORK PILOT PROJECT**

Item 22, presented by City Manager Thompson, was a staff recommendation to approve a 30-day cellular-based data system pilot project for deployment on 30 laptops used by fire and police personnel, with Cingular, a state contract provider, in the amount of \$30,000 -- to fully evaluate the ability to transition public safety in-field laptops to a wireless mobile data system with increased bandwidth of the Wireless Area Network (*Option 1 as recommended by the Tallahassee Police Department (TPD)*)

City Manager Thompson explained that the staff had concluded that this transition to a cellular-based data system would be more cost efficient if it proved to be workable.

Commissioner Mustian moved to approve the recommended action and Commissioner Gillum seconded the motion.

Commissioner Lightsey clarified with Chief Information Systems Officer Don DeLoach that this strategy was the alternative to transitioning to digital on the 800 MHz analog radio system, and the pilot project would determine if there was capacity to use wireless cellular throughout the City, allowing data to be pushed through more rapidly.

Brief discussion focused on going to a competitive bid process for full deployment of the cellular-based system if the pilot project was effective. Commissioner Katz recommended that staff be directed to create a competitive bid process for the three major providers under State contract if full deployment was warranted and the Commission concurred with that direction.

The vote on the motion to approve Option 1 was unanimous in favor thereof.



**PERFORMING ARTS CENTER SITING**

Item 12, presented by Commissioner Mustian, was a discussion of the Performing Arts Center Committee's revised recommendation to locate the Performing Arts Center (PAC) at the

Johns Building site, one of the surplus state office buildings that the City was acquiring, which had access to parking at nearby State office buildings, rather than the Committee's prior recommendation to site the facility at the Civic Center where it would be necessary to construct a new parking garage as well.

Commissioner Mustian emphasized his continuing support for a PAC and advised that he had inspected the two surplus state office buildings being acquired by the City, including the Johns Building site and the Chevron Building site, in comparison with the Civic Center site, in terms of their feasibility for the PAC. Noting that private interest had been expressed in the Johns Building site for the development of a mixed-use facility, he stated that he had observed that parking was available for the Chevron site as much as for the Johns Building site and that traffic was equally accessible from Monroe Street to both the Johns Building site and the Chevron Building site, and he believed the Chevron site had more visibility of the two.

Commissioner Mustian then moved to continue to take proposals and look at the possibility of doing the type of mixed-use residential/retail/office/hotel project that was desired in the downtown, in an attempt to have a quality development that was designed for and in anticipation of the PAC being on the other site.

Commissioner Katz stated that he was inclined to agree with Commissioner Mustian.

Mayor Marks inquired if there were any unagendaed speakers who desired to address the Commission relative to this issue, and requested that speakers limit their comments to no more than three minutes.

Ms. Paula Smith, Chair of the Performing Arts Center (PAC) Committee, 1005 East Park Avenue, appeared before the Commission and thanked the citizens and volunteers for their time researching the best site for the PAC. She discussed the deliberative process the Committee had gone through in determining that the Johns Building site was the best location for the PAC, and advised that the site consultant, the Committee, the DIA, the urban design staff with the City, and the Gaines Street Charette design group had endorsed the recommendation of the Johns Building site for the PAC. Ms. Smith further advised that the new CRA Commission had requested an opportunity to review the PAC site recommendation because that facility could be expected to generate the most activity and citizen involvement of any facility along the length of the Gaines Street Corridor. She challenged the Commission to revisit the PAC site issue and consider the community support for the Johns Building site for the PAC as being the best opportunity to bring the highest and best use and return from the development of the Gaines Street Corridor.

Mayor Marks inquired if anyone else desired to address the Commission on this item and no one appeared.

Commissioner Lightsey stated her continuing support for the redevelopment of the Gaines Street Corridor and for the PAC, and expressed the opinion that either one of the two surplus state office building locations on Gaines Street was a better site than the Civic Center site. She opined that it was important to make a decision on the site so that decisions could be made regarding programming and other aspects of the PAC, which were necessary in order to proceed with fundraising, and she stated that although she had no objection to deferring a decision until the new CRA Committee could review the issue, she preferred the Johns Building site because it was the most prominent site.

Commissioner Gillum stated that he also had inspected the Johns Building and Chevron Building sites, and could see no reason why one site was more preferable than the other for the PAC. He stated that the only rationale he could see for the Johns Building site preference for the PAC was the prominence of the site, and he opined that a private development would do just as well on the Chevron Building site with frontage on Gaines Street, noting that he understood the private hotel developer who had expressed interest in the Johns Building site did not propose frontage on Gaines Street. Commissioner Gillum stated that because of the public enthusiasm and interest in the Johns Building site sparking interest and energy in getting the PAC built, he would vote for the John Building site for the PAC while he was willing to wait for the CRA Committee review.

City Manager Thompson clarified that there had been very little interest in the Request for Proposal (RFP) that had been issued to solicit interest on all of the Gaines Street properties available for redevelopment. She stated that since that time, however, unsolicited expressions of interest had been received on both the Johns Building site and the Chevron Building site for different types of projects.

Commissioner Katz advised that after inspecting both sites, he believed the Johns Building site was likely to be more attractive to commercial developers by virtue of its proximity to the Capitol and he believed the Chevron site would be desirable for the PAC. He expressed concern that by taking the Johns Building site off the market and designating it for the PAC, there was some risk of losing a desirable development and being placed in the position of settling for a lesser development on the Chevron site.

Mayor Marks opined that it might be helpful for the CRA Committee to view this from the perspective of both the PAC and a hotel-convention conference center being priorities, and what would be viable for both sites in tandem. He opined that there were potential synergies between the PAC and the Civic Center, but he could also envision a hotel-convention conference center being close to the Civic Center as well.

Commissioner Gillum stated that he understood the full Commission was committed to a PAC and he opined that identifying a site was a real demonstration of commitment to the PAC. He opined that the location of the PAC was a decision to be made by the Commission while the question of funding the PAC would need to be addressed by the whole community.

Mayor Marks clarified that he remained committed to a PAC.

Commissioner Katz inquired if there was a timeframe for the active commercial proposal for the Johns Building site and if there was any interest in the Chevron site.

Mr. Parker advised that there was no set date for a decision on the site. He stated that two developers had indicated interest in both sites, but had indicated that a project for the Chevron site would be different from what would be proposed for the Johns Building site.

Discussion continued and Commissioner Lightsey opined that it would be difficult to get an architecturally significant building for the PAC and a parking garage on the Civic Center site. She cautioned that the real issue needing to be addressed was the quality of projects desired on Gaines Street, and she questioned if either of the commercial proposals had the ability to generate economic and pedestrian activity that would be generated by a signature PAC project, noting that she would not want to see the Johns Building site or the Chevron Building site used for a mediocre project that would function just as well on some other site off of Gaines Street.

Commissioner Lightsey clarified that she had no information on either of the commercial proposals for those parcels.

City Manager Thompson advised that the proposals that had been received were very conceptual at this point.

Commissioner Gillum stated that he did not want to put off this decision much longer and he recommended that the Commission go forward with a decision on a site for the future PAC, allowing continued advertising and negotiation for the site not selected in a separate process pursuant to the vision in the Request for Qualifications (RFQ). He opined that the staff was informed on what the Commission would like to see on the redevelopment sites in the Gaines Street area, and he moved to move forward with designating the Johns Building site as the future site of the Performing Arts Center, understanding that options would be kept open for the Chevron Building site with the processes that were in place. Commissioner Gillum clarified that his motion did not include how the PAC would be funded as everyone understood that an aggressive fundraising plan would be needed, and he opined that the selection of this site would be an incentive for the PAC fundraising as well as the further redevelopment of Gaines Street.

Commissioner Lightsey seconded the motion and expressed hope that some consensus could be formed on this issue, or that the CRA Committee could at least be given an opportunity to provide some guidance. She pointed out all of the citizen recommendations were to designate the Johns Building site for the PAC and reiterated her opinion that this would be the premier use for that premier site.

Commissioner Katz explained that he was concerned with committing the premier site for the PAC while there was a continued lag in the development of the other sites along Gaines Street. He suggested that it was important to build in some time periods, goals, or markers to measure how the development was proceeding along that corridor.

Commissioner Gillum opined that it was reasonable to set a goal for a time certain, or some benchmarks, so that the property would be released if the project had not progressed to a certain point within a specified period of time so that the property could be placed on the tax rolls. He stated that he would look forward to some suggestions in this regard.

Commissioner Mustian suggested that in an effort to ensure consensus on this issue, the staff and consultants be given a couple of weeks to provide a report on the economics of this in terms of a likely impact, so that the Commission could make a more informed decision. He opined that there would likely be a more intense development sooner on the Johns Building site than on the Chevron Building site, and he stated that he could support either decision, that is, one based on what made the most sense for the area as a whole or regardless of that to designate the Johns Building site for the PAC.

Mayor Marks stated that he was not, at that point, convinced that either site was better for the PAC, while he believed the PAC site selection needed to be considered in concert with the possibility of some sort of economic development opportunity on both of those sites. He expressed support for giving the redevelopment consultants and the CRA Committee an opportunity to make a recommendation on this issue, and stated his preference for holding out for a quality downtown convention hotel proposal.

Commissioner Gillum stated that his motion was based on his belief that the Commission needed to determine where the PAC would be located without regard to what potential development opportunities were available for the Johns Building site or the Chevron Building site. He reiterated his belief that both were good developable properties for which the Commission had the option of not accepting a proposal that did not meet the goals for the area, and he opined that there would be no benefit to delaying this decision.

Commissioner Katz opined that one option, if the motion on the floor was defeated, would be to make a motion as outlined by Commissioner Mustian. He stated his disagreement with Commissioner Gillum because of the long-term efforts to energize and begin redevelopment on Gaines Street, and the PAC would require a number of years, and he clarified that he did not want to preclude the possibility of energizing Gaines Street commercially by making an uninformed decision, noting that he would not want to delay this decision indefinitely. Brief discussion continued and Commissioner Katz explained that delaying the issue would allow time for the commercial proposals that were on the table to be more developed.

Commissioner Gillum opined that the Commission ought to decide what was wanted on the Gaines Street Corridor, as opposed to having developers dictate what would be there. He explained that he did not want a developer's proposal be the deciding factor on where he believed the PAC should be located.

**The vote on the motion to designate the Johns Building site for the Performing Arts Center was as follows:**

**AYE:** Commissioners Marks, Lightsey and Gillum

**NAY:** Commissioners Mustian and Katz

The Commission commended the civility that had been demonstrated during this discussion and encouraged recognizing what was involved and moving forward with the PAC.

#### **UNAGENDAED SPEAKER**

Mayor Marks inquired if anyone desired to address the Commission at this time.

Ms. Dot Inman-Johnson, 2121 Trescott Drive, representing the Capital Area Community Action Agency, appeared before the Commission and encouraged participation in the Tri-State Affordable Housing Conference, scheduled for June 7-8, 2006, in Tallahassee. She distributed a conference brochure (*on file in the Office of the City Treasurer-Clerk*) and requested that the Mayor or his designee appear as a greeter and present a City proclamation proclaiming June 4-10, 2006, as Affordable Housing Week in the City of Tallahassee. Ms. Inman-Johnson noted that the major sponsors were the Florida League of Cities, Progress Energy, Tallahassee Community College, and the Leon County Tourist Development Council, and she expressed hope that the City would encourage wide participation across the City organization and partnering agencies to help push the dialogue to correct the major problem of inadequate affordable housing. She stated that there would be space for exhibits as well.

Commissioner Gillum left the meeting at 5:56 p.m.



# BOARD OF COUNTY COMMISSIONERS

## MEMORANDUM

**DATE:** August 15, 2006

**TO:** The Honorable Chairman and Members of the Board

**FROM:** Parwez Alam, County Administrator *PA*

**SUBJECT:** Canceling the Performing Arts Center Workshop

---

As reflected in the attached letter, the Performing Arts Center Committee would like to cancel next Tuesday's Performing Arts Center Workshop. Please contact me by phone if you would still like this workshop to occur. If I do not hear from any Commissioner, the workshop will be cancelled.

cc: Alan Rosenzweig, Assistant County Administrator

Encl: Letter from Ms. Paula Smith

Paula P. Smith  
1005 East Park Avenue  
Tallahassee, FL 32301

August 15, 2006

Mr. Parwez Alam  
County Administrator, Leon County  
Tallahassee, FL 32301

Dear Parwez,

We would like to request the Public Hearing for the Tourist Development Tax, previously scheduled for Tuesday, August 22, 2006, 6:00 p.m., be continued and rescheduled in January, 2007.

We understand the County Commission's request to hold the workshop prior to the Public Hearing and therefore also request the workshop previously scheduled for Tuesday, August 22, 1:30 p.m., be cancelled and rescheduled for January, 2007.

Thank you for your help.

Sincerely,



Paula P. Smith

## Summary

Attachment # 10  
Page 1 of 1

### ORDER OF MAGNITUDE COST ESTIMATES

Theatre Projects Consultants and Vermeulens Cost Consultants have estimated the total capital costs for the option listed above. It is important to note that cost estimating at this point in the project is done to allow an order of magnitude cost to be known. These figures are to be used to inform the discussions regarding the facilities but will by their very nature be very flexible throughout the early stages of design. The important thing to remember is that these figures will change depending upon the final program agreed upon, the architect that is ultimately chosen to design the building, and the site that the building is placed on.

These estimates include all direct construction costs, general contractor's overhead and profit, design and construction contingencies. Since the actual construction date has not been determined there has been no cost escalation added to the figures.

- Excluded from the estimate are: hazardous waste removal, loose furnishings and equipment
- A 33% soft cost item has been included to estimate the architect's and engineer's fees, moving, and administrative and financing costs.
- Bidding conditions are expected to reflect one construction manager, open bidding for sub-contractors, open specifications for materials and manufacturers.
- The rates below are order-of-magnitude (within 15% of later estimates based on detailed design information) for the purpose of program sizing and prioritization only.

### COST SUMMARY

	Area (sf)	\$/sf	\$,000's
<b>Net Area and Cost</b>			
Public Areas	42,023	343	14,394
2200 Seat Performance Hall	60,324	665	40,117
650 Seat Multi-purpose Theatre	33,463	445	14,904
Administration / Education	10,700	208	2,229
<b>Subtotal</b>	<b>146,510</b>	<b>409</b>	<b>71,644</b>
<b>Auxiliary Area and Cost</b>			
Grossing Multiplier (1.65)	95,232	145	13,809
<b>Total Construction Cost</b>	<b>241,742</b>		<b>85,453</b>
Soft Costs (33%)			28,199
<b>TOTAL PROJECT COST</b>	<b>241,742</b>		<b>113,652</b>

# BOARD OF COUNTY COMMISSIONERS

## INTER-OFFICE MEMORANDUM

**DATE:** December 28, 2006  
**TO:** Alan Rosenzweig, Assistant County Administrator  
**FROM:** Shington Lamy, Special Projects Coordinator  
**SUBJECT:** State Funding For Performing Arts and Cultural Centers

---

The State of Florida funds various performing arts and cultural centers through line-item appropriation (most recently Mission San Luis) and/or the Department of State's Division of Cultural Affairs (DCA). The Legislature has attempted to fund a variety of capital outlay projects for performing art centers through line-item appropriation, but very few survived the veto of Governor Bush. The DCA's Cultural Facilities Program and Regional Facilities Program provide funding for new construction, renovation to existing facilities, and the purchase of land and existing facilities.

The DCA comprises a priority list each for of it programs to coordinate and guide the state's support and funding for cultural facilities. These lists are created for the Cultural Facilities Program, which was established in 1981 and the Regional Cultural Facilities Program, which was established in 2002. The Regional Cultural Facilities Program identifies facilities that would present educational and cultural program of national and international reputation for funding (Attachment #1). A regional facility is defined as a venue serving at least a 150-mile radius within the state. The sole beneficiary of this program has been the Miami-Dade County Performing Arts Center.

The application process for DCA funding takes place one year prior to the fiscal year. For example, the deadline to submit applications for the 2008 fiscal year was June 30, 2006. During the one year period the DCA reviews submitted applications to develop their priority list for the following fiscal year. This ensures that those projects highest on their priority list receive funding once DCA submits their budget to the legislature. DCA has not set their application deadline for the 2009 fiscal year but it is expected to be June 30, 2007.

With the exception of Mission San Luis, the state has not funded a multi-million dollar capital outlay for local or regional performing arts or cultural arts centers in a single fiscal year in the past three years. There have been certain projects that have consistently received funding through the DCA such as the Miami-Dade Performing Arts Center. The program does not limit the number of times a particular project may request funding. The lists below identify the past three appropriation periods in which the Legislature appropriated and Governor Bush signed appropriations for capital outlay to performing arts and/or cultural arts centers.

**2006-07 Appropriations**

During the 2006 Legislative Session \$14.4 million was allocated to the DCA's Cultural Facilities Program and \$750,000 was allocated to the division's Regional Cultural Facilities Program based on the DCA's priority lists (Attachment #2 & #3). The entire funding for the Regional Cultural Facilities Program was dedicated to the Miami-Dade County Performing Arts Center. Mission San Luis was appropriated over \$8.2 million by the Legislature under the Department of State's Historical Resources fixed capital outlay appropriation line (Attachment #4).

Location	Organization	Project	Funding Amount	Line Item Number
Leon*	Mission San Luis	Mission San Luis	\$8,209,344	3186
Broward	City of Miramar	Miramar Cultural Art Center	\$500,000	3225B
Palm Beach	Village of Royal Palm Beach	Veterans Park Amphitheatre	\$250,000	3225B
Polk	City of Lake Wales	Lake Wales Performing Arts Auditorium	\$260,000	3225B
Miami-Dade	City of Homestead	Homestead Cultural Center	\$500,000	3225B
Miami-Dade	Miami-Dade County	Miami-Dade Performing Arts Center	\$750,000	3225C

\*The Mission San Luis Appropriation was appropriated directly by the Legislature and signed by the Governor

\*\*Miami-Dade Performing Arts Center received funding through the DCA Regional Facilities Program

**2005-06 Appropriations**

The division's Cultural Facilities Program received \$11.7 million from the Legislature based on their priority lists. The Miami-Dade Performing Arts Center was the only facility to receive funding through the Regional Cultural Facilities Program in the amount of \$500,000 (Attachment #5 & #6). Mission San Luis was appropriated over \$2 million by the Legislature under the Department of State's Historical Resources fixed capital outlay appropriation line (Attachment #7).

Location	Organization	Project	Funding Amount	Line Item Number
Leon*	Mission San Luis	Mission San Luis Fort Construction	\$2,381,000	2949
Broward	City of Plantation	Plantation Amphitheater	\$217,158	2982A
Broward	City of Hollywood	Young Circle Arts Park	\$500,000	2982A
Miami-Dade	Florida Grand Opera	Anderson Opera Center	\$500,000	2982A
Miami-Dade	Miami-Dade County	South Miami-Dade Cultural Center	\$500,000	2982A
St. Lucie	St. Lucie Preservation	The Sunrise Theatre for the	\$500,000	2982A

	Association	Performing Arts		
Seminole	City of Oviedo	Downtown Amphitheater	\$250,000	2982A
Miami-Dade	Miami Dade County	Miami-Dade Performing Arts Center	\$500,000	2982B

\*The Mission San Luis Appropriation was appropriated directly by the Legislature and signed by the Governor.

\*\*Miami-Dade Performing Arts Center received funding through the DCA Regional Facilities Program

### 2004-05 Appropriations

During the 2003 legislative session funding was not provided for the Cultural Facilities Program or the Regional Facilities Program. The priority list from the 2003-04 award process was rolled over in the 2004-05 process (Attachment #8). In 2004 the Legislature appropriated \$4.1 million to the Cultural Facilities Program and \$1 million to the Regional Facilities Program (Attachment #9).

Location	Organization	Project	Funding Amount	Line Item Number
Miami-Dade*	Miami-Dade County	Miami-Dade Performing Arts Center	\$500,000	2871BM
Miami-Dade	Florida Grand Opera	Anderson Opera Center	\$500,000	2871BL
Hillsborough	Tampa Bay Performing Arts Center	Tampa Bay Performing Arts Center	\$500,000	2871BL
Broward	Young at Art of Broward	Cultural Arts Complex	\$500,000	2871BL
Collier	Philharmonic Center of the Arts	Theater and Rehearsal Hall	\$500,000	2871BL
Orange	Civic Theatre of Central Florida	Civic Theatre Renovation	\$500,000	2817BL

\*Miami-Dade Performing Arts Center received funding through the DCA Regional Facilities Program

Though the Legislature has rarely appropriated funding for a multimillion dollar capital outlay for art and/or cultural facilities for single fiscal year, through the DCA programs many facilities have received large sum of funding over a number of fiscal years. Since fiscal year 2005 the Miami-Dade Performing Arts Center and the Florida Grand Opera has each received at least \$1 million. Since the creation of the Regional Facilities Program the Miami-Dade Performing Arts Center has been the only performing arts center to receive funding.

Attachment #1: Brief Information on the Cultural Facilities Program and the Regional Cultural Program

Attachment #2: FY 06-07 Legislative Appropriation for DCA's facilities programs

Attachment #3: DCA 06-07 Cultural Facilities Priority List

- Attachment #4: FY 06-07 Legislative Appropriation for Mission San Luis
- Attachment #5: FY 05-06 Legislative Appropriation for DCA's facilities programs
- Attachment #6: DCA 05-06 Cultural Facilities Priority List
- Attachment #7: FY 05-06 Legislative Appropriation for Mission San Luis
- Attachment #8: DCA 04-05 Cultural Facilities Priority List
- Attachment #9: FY 04-05 Legislative Appropriation for DCA's facilities programs

## Cultural Facilities Program

### Cultural Facilities Program History

The Cultural Facilities Program was created in Fiscal Year 1981 by the Florida Legislature. Since that time, specific line-item awards have been issued to organizations and administered by the Department of State, Division of Cultural Affairs. Funds have been awarded for renovations to existing facilities, purchase of land or existing facilities, and new construction.

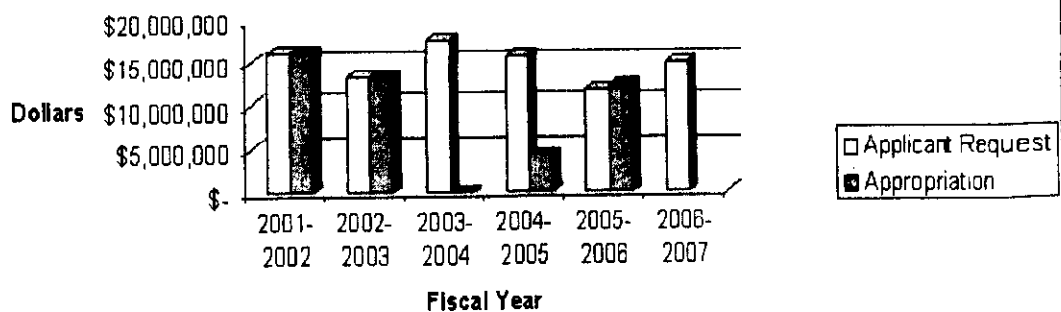
In 1984, the Governor, through a veto message, requested that the Department of State, in conjunction with the Florida Arts Council, coordinate the State of Florida's support and funding of cultural facilities. The Florida Arts Council established a Cultural Facilities Committee and developed a program that included an application form, eligibility requirements, application criteria, and a process for review of applications.

In 1988, the Florida Legislature established guidelines for the Cultural Facilities Program, Section 265.701, F.S., and requested the Florida Arts Council to submit to the Secretary of State a prioritized list of projects with recommended funding levels. Additionally, the Legislature directed the Division of Cultural Affairs to adopt rules indicating the criteria to be applied by the Council in determining their recommendations.

In 1990 Legislature mandated that "projects approved and recommended by the Secretary of State which are not funded by the Legislature shall be retained on the project list for the following grant cycle only." The Legislature also directed that "all projects that are retained shall be required to submit such information as may be required by the Department as of the established deadline date of the latest grant cycle in order to adequately reflect the most current status of the project."

The project summaries were taken directly from the applications with only minor grammatical corrections.

**Five Year Funding History of the Cultural Facilities Program**





## Regional Cultural Facilities Program

### History

The Florida Legislature created the Regional Cultural Facilities Program in fiscal year 2002. The program was created in response to the cultural community's request for funding support for the construction of facilities that would present educational and cultural programs of national or international reputation or renown.

Section 265.702, F.S. established general guidelines for the Regional Cultural Facilities Program and requested that the Florida Arts Council submit to the Secretary of State a prioritized list of projects with recommended funding levels.

The 2006-2007 Regional Cultural Facilities Program List follows.

## CONFERENCE REPORT ON HOUSE BILL 5001

## SECTION 6 - GENERAL GOVERNMENT

Statutes and chapter 1T-1.001, Florida Administrative Code.

3221 SPECIAL CATEGORIES  
GRANTS AND AIDS - CHALLENGE GRANTS  
FROM GENERAL REVENUE FUND . . . . . 804,412

Funds in Specific Appropriation 3221 are provided for Challenge Grants that are in compliance with section 265.286, Florida Statutes, and are priority ranked under chapter 1T-1.001, Florida Administrative Code.

3222 SPECIAL CATEGORIES  
GRANTS AND AIDS - CULTURAL EXCHANGE  
PROGRAM  
FROM GENERAL REVENUE FUND . . . . . 250,000

3223 SPECIAL CATEGORIES  
GRANTS AND AIDS - CULTURAL INSTITUTIONS  
FROM GENERAL REVENUE FUND . . . . . 6,495,872

3224 SPECIAL CATEGORIES  
GRANTS AND AIDS - FLORIDA ENDOWMENT FOR  
THE HUMANITIES  
FROM GENERAL REVENUE FUND . . . . . 430,000

3225 SPECIAL CATEGORIES  
GRANTS AND AIDS - STATE TOURING PROGRAM  
FROM GENERAL REVENUE FUND . . . . . 200,000

3225A SPECIAL CATEGORIES  
GRANTS AND AIDS - CULTURAL AND HISTORICAL  
PROGRAMS  
FROM GENERAL REVENUE FUND . . . . . 1,345,207

The non-recurring general revenue funds in Specific Appropriation 3225A shall be allocated as follows:

Youth Cultural Center - Hillsborough County.....	65,707	- VET DE 1
Florida African American Heritage Preservation Network.....	350,000	
Cuban Heritage Collection - Dade County.....	199,500	
Florida Aquarium Underwater Archeology - Statewide.....	250,000	- VET DE 1
Florida Grand Opera's Operatunity Job Program - Dade County.....	250,000	- VET DE 1
Preservation and Maintenance Planning Grant.....	15,000	- VET DE 1
Heritage Village - Pinellas County.....	75,000	- VET DE 1
Heritage Park - Okaloosa County.....	40,000	
Bay of Pigs Museum & Library Project - Dade County.....	100,000	

3225B GRANTS AND AIDS TO LOCAL GOVERNMENTS AND  
NONSTATE ENTITIES - FIXED CAPITAL OUTLAY  
GRANTS AND AIDS - SPECIAL CATEGORIES -  
CULTURAL FACILITIES PROGRAM  
FROM GENERAL REVENUE FUND . . . . . 14,453,228

Funds in Specific Appropriation 3225B are provided for the cultural facility projects that were selected in accordance with chapter 1T-1.001, Florida Administrative Code, and section 265.701, Florida Statutes.

3225C GRANTS AND AIDS TO LOCAL GOVERNMENTS AND  
NONSTATE ENTITIES - FIXED CAPITAL OUTLAY  
GRANTS AND AIDS - REGIONAL CULTURAL  
FACILITIES  
FROM GENERAL REVENUE FUND . . . . . 750,000

Funds in Specific Appropriation 3225C are provided for a regional cultural facility project that is in compliance with section 265.702, Florida Statutes, and is priority ranked under chapter 1T-1.001, Florida Administrative Code.

3225D GRANTS AND AIDS TO LOCAL GOVERNMENTS AND  
NONSTATE ENTITIES - FIXED CAPITAL OUTLAY  
GRANTS AND AIDS - SPECIFIC CULTURAL AND  
HISTORIC PROJECTS  
FROM GENERAL REVENUE FUND . . . . . 5,600,000

The non-recurring general revenue funds in Specific Appropriation 3225D

## Cultural Facilities Program

## Cultural Facilities List Ranked in Priority Order

Rank	Organization / Project Title	County	Requested Funding
1	Museum of Fine Arts of St. Petersburg, Florida, Inc. <i>Capital Campaign - Building Expansion</i>	Pinellas	\$ 500,000
2	DeEtte Holden Cummer Museum Foundation, Inc. <i>Expansion and Renovation / Women's Club</i>	Duval	\$ 500,000
3	The Civic Theatre of Central Florida, Inc. <i>Orlando Repertory Theatre Complex Renovations</i>	Orange	\$ 341,396
4	Tampa Bay Performing Arts Center, Inc. <i>2006-2007 Center Renovations</i>	Hillsborough	\$ 328,195
5*	City of Miramar <i>Miramar Cultural Arts Center</i>	Broward	\$ 500,000
5*	Bok Tower Gardens Foundation, Inc. <i>Olmsted Gardens Facility Project</i>	Polk	\$ 258,333
7	Lowry Park Zoological Society of Tampa, Inc. <i>Safari Africa: Phase III</i>	Hillsborough	\$ 450,000
8	Riverside Theatre, Inc. <i>Riverside Theatre: Renovation and Expansion</i>	Indian River	\$ 500,000
9	South Florida Science Museum, Inc. <i>Dekelbourn Science Center</i>	Palm Beach	\$ 500,000
10	Florida Grand Opera, Inc. <i>Anderson Opera Center (AOC)</i>	Miami-Dade	\$ 500,000
11	Caldwell Theatre Company, Inc. <i>Caldwell's Permanent Home</i>	Palm Beach	\$ 483,800
12*	Florida Heartland Heritage Foundation, Inc. <i>Florida Heritage Park - Phase 2 Amphitheatre Construction</i>	Highlands	\$ 146,664
12*	Sands Theatre Center, Inc. <i>Athens Theatre Renovation</i>	Volusia	\$ 500,000
14*	Museum of Discovery and Science, Inc. <i>Phase III of the Renovation and Repair Project</i>	Broward	\$ 497,791
14*	Jacksonville Zoological Foundation, Inc. <i>Phase I Botanical Gardens Project</i>	Duval	\$ 500,000

## Cultural Facilities Program

## Cultural Facilities List Continued

Rank	Organization / Project Title	County	Requested Funding
16	City of St. Petersburg <i>Mahaffey Renovations Finishing Phase</i>	Pinellas	\$ 500,000
17*	Miami-Dade County - Dept. of Cultural Affairs <i>South Miami-Dade Cultural Center</i>	Miami-Dade	\$ 500,000
17*	Museum of Science and Industry, Inc. <i>Expansion / Renovation Phase V</i>	Hillsborough	\$ 500,000
19	Florida Holocaust Museum, Inc. <i>Accessiblity and Expansion Project</i>	Pinellas	\$ 202,000
20	City of Lake Wales <i>Lake Wales Performing Arts Auditorium</i>	Polk	\$ 260,000
21	Limelight Theatre, Inc. <i>Acquisition, Renovation &amp; Expansion</i>	St. Johns	\$ 398,902
22	Children's Museum of Naples, Inc. <i>Construction of the Children's Museum of Naples</i>	Collier	\$ 500,000
23	The Hippodrome State Theatre, Inc. <i>Renovation</i>	Alachua	\$ 86,647
24	City of Miami Parking Authority <i>Gusman Center for the Performing Arts</i>	Miami-Dade	\$ 332,000
25	Florida Studio Theatre, Inc. <i>Summer 2006 The Artistic Home</i>	Sarasota	\$ 325,000
26	Miami-Dade County Dept. of Parks and Recreation <i>Miami Metro Zoo, New Exhibit</i>	Miami-Dade	\$ 500,000
27	City of Miami Beach <i>Colony Theatre Renovation</i>	Miami-Dade	\$ 500,000
28	City of Plantation <i>Museum Expansion and Renovation Project</i>	Broward	\$ 205,000

## Cultural Facilities List Continued

Rank	Organization / Project Title	County	Requested Funding
29	Daytona Beach Community College <i>Southeast Museum of Photography</i>	Volusia	\$ 325,000
30	Philippine Cultural Foundation, Inc. <i>Phase III - Cultural Pavilions - Renovation</i>	Hillsborough	\$ 200,000
31	Naples Botanical Garden, Inc. <i>Upland and Wetland Preserves- Accessibility</i>	Collier	\$ 500,000
32	Miami-Dade County Dept. of Parks and Recreation <i>Enhancements to Miami-Dade County Auditorium</i>	Miami-Dade	\$ 500,000
33	City of Fort Lauderdale <i>Southside Cultural Community Center</i>	Broward	\$ 500,000
34	St. Johns County Board of County Commissioners <i>St. Augustine Amphitheatre Restoration</i>	St. Johns	\$ 500,000
35	City of Belle Glade <i>Nature Center and Museum</i>	Palm Beach	\$ 362,500
36	Village of Royal Palm Beach <i>Veterans Park Amphitheatre</i>	Palm Beach	\$ 250,000
37	City of Homestead <i>Homestead Cultural Center</i>	Miami-Dade	\$ 500,000

\* Denotes tied scores

**TOTAL: \$ 14,953,228**

## SECTION 6 - GENERAL GOVERNMENT

	FROM OPERATING TRUST FUND . . . . .	329,116	
3179	OPERATING CAPITAL OUTLAY		
	FROM GRANTS AND DONATIONS TRUST FUND . . . . .	150,000	
	FROM OPERATING TRUST FUND . . . . .	22,500	
3180	SPECIAL CATEGORIES		
	GRANTS AND AIDS - HISTORIC MUSEUM GRANTS		
	FROM GENERAL REVENUE FUND . . . . .	1,750,000	
3181	SPECIAL CATEGORIES		
	CONTRACTED SERVICES		
	FROM GENERAL REVENUE FUND . . . . .	49,412	
	FROM GRANTS AND DONATIONS TRUST FUND . . . . .		143,655
	FROM OPERATING TRUST FUND . . . . .		189,307
3182	SPECIAL CATEGORIES		
	GRANTS AND AIDS - HISTORIC PRESERVATION		
	GRANTS		
	FROM GENERAL REVENUE FUND . . . . .	2,000,000	
	FROM OPERATING TRUST FUND . . . . .		85,870
3183	SPECIAL CATEGORIES		
	RISK MANAGEMENT INSURANCE		
	FROM GENERAL REVENUE FUND . . . . .	13,511	
	FROM OPERATING TRUST FUND . . . . .		17,270
3184	SPECIAL CATEGORIES		
	TRANSFER TO DEPARTMENT OF MANAGEMENT		
	SERVICES - HUMAN RESOURCES SERVICES		
	PURCHASED PER STATEWIDE CONTRACT		
	FROM GENERAL REVENUE FUND . . . . .	27,433	
	FROM GRANTS AND DONATIONS TRUST FUND . . . . .		11,967
	FROM OPERATING TRUST FUND . . . . .		3,057
3185	DATA PROCESSING SERVICES		
	OTHER DATA PROCESSING SERVICES		
	FROM GENERAL REVENUE FUND . . . . .	34,746	
3186	FIXED CAPITAL OUTLAY		
	MISSION SAN LUIS FORT CONSTRUCTION		
	FROM GRANTS AND DONATIONS TRUST FUND . . . . .		8,209,344

Funds in Specific Appropriation 3186 shall be used for the construction of an Americans with Disabilities Act-compliant visitor center, restoration of the 17th-century plaza, and relocation of the 1938 Messer House. The Department of State shall contract with the Department of Management Services for administration of this project.

3186A	GRANTS AND AIDS TO LOCAL GOVERNMENTS AND		
	NONSTATE ENTITIES - FIXED CAPITAL OUTLAY		
	GRANTS AND AIDS - SPECIAL CATEGORIES -		
	ACQUISITION, RESTORATION OF HISTORIC		
	PROPERTIES		
	FROM GENERAL REVENUE FUND . . . . .	14,085,585	

Funds in Specific Appropriation 3186A are provided to fund the historical preservation projects that were selected in accordance with chapter 1A-35.007, Florida Administrative Code.

TOTAL:	HISTORICAL RESOURCES PRESERVATION AND EXHIBITION		
	FROM GENERAL REVENUE FUND . . . . .	22,253,215	
	FROM TRUST FUNDS . . . . .		14,133,819
	TOTAL POSITIONS . . . . .	88.00	
	TOTAL ALL FUNDS . . . . .		36,387,034

## PROGRAM : CORPORATIONS

## COMMERCIAL RECORDINGS AND REGISTRATIONS

	APPROVED SALARY RATE	5,378,510	
3187	SALARIES AND BENEFITS	POSITIONS	154.00
	FROM GENERAL REVENUE FUND . . . . .		7,407,929
3188	EXPENSES		
	FROM GENERAL REVENUE FUND . . . . .	3,539,155	

SECTION 6 - GENERAL GOVERNMENT

priority ranked under chapter 1T-1.001, Florida Administrative Code.

2979	SPECIAL CATEGORIES GRANTS AND AIDS - CULTURAL EXCHANGE PROGRAM FROM GENERAL REVENUE FUND . . . . .	250,000
2980	SPECIAL CATEGORIES GRANTS AND AIDS - CULTURAL INSTITUTIONS FROM GENERAL REVENUE FUND . . . . .	6,495,872
2981	SPECIAL CATEGORIES GRANTS AND AIDS - FLORIDA ENDOWMENT FOR THE HUMANITIES FROM GENERAL REVENUE FUND . . . . .	215,000
2982	SPECIAL CATEGORIES GRANTS AND AIDS - STATE TOURING PROGRAM FROM GENERAL REVENUE FUND . . . . .	200,000
2982A	GRANTS AND AIDS TO LOCAL GOVERNMENTS AND NONSTATE ENTITIES - FIXED CAPITAL OUTLAY GRANTS AND AIDS - SPECIAL CATEGORIES - CULTURAL FACILITIES PROGRAM FROM GENERAL REVENUE FUND . . . . .	11,738,950

Funds in Specific Appropriation 2982A are provided for the cultural facility projects that were selected in accordance with chapter 1T-1.001, Florida Administrative Code, and section 265.701, Florida Statutes.

2982B	GRANTS AND AIDS TO LOCAL GOVERNMENTS AND NONSTATE ENTITIES - FIXED CAPITAL OUTLAY GRANTS AND AIDS - REGIONAL CULTURAL FACILITIES FROM GENERAL REVENUE FUND . . . . .	500,000
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Funds in Specific Appropriation 2982B are provided for a regional cultural facility project that is in compliance with section 265.702, Florida Statutes, and is priority ranked under chapter 1T-1.001, Florida Administrative Code.

2982C	GRANTS AND AIDS TO LOCAL GOVERNMENTS AND NONSTATE ENTITIES - FIXED CAPITAL OUTLAY GRANTS AND AIDS - SPECIFIC CULTURAL AND HISTORIC PROJECTS FROM GENERAL REVENUE FUND . . . . .	350,000
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Funds in Specific Appropriation 2982C shall be allocated as follows:

Rhoda L. Martin Cultural Heritage Museum . . . . .	200,000
Bay Of Pigs Museum . . . . .	100,000
Lauderhill Performing Arts Center . . . . .	50,000

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2982D	GRANTS AND AIDS TO LOCAL GOVERNMENTS AND NONSTATE ENTITIES - FIXED CAPITAL OUTLAY SALVADOR DALI MUSEUM RELOCATION (#2818) FROM GRANTS AND DONATIONS TRUST FUND . . .	4,000,000
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Funds in Specific Appropriation 2982D shall not be released until the Salvador Dali Museum provides the Department of State sufficient evidence that the Salvador Dali Museum has raised \$4,000,000 from private sources to match the state appropriation by January 1, 2006. Any contract for the use of funds appropriated for the Salvador Dali Museum shall require the recordation of a restrictive covenant by the owners of the facility housing the Salvador Dali Museum to ensure that the facility continues to be used as a cultural facility for a period of 10 years following the receipt of the Fiscal Year 2005-2006 appropriation. If the facility ceases to be used as a cultural facility during the 10 years following the receipt of the Fiscal Year 2005-2006 appropriation, the owners of the facility housing the Salvador Dali Museum shall repay the appropriated funds to the Department of State.

Cultural Facilities Program - 2005-2006 Priority List

Attachment #

138

AAPNUM	ORNAME	PROJECT TITLE	COUNTY	REQUEST	AVG. SCORE	FLORIDA ARTS COUNCIL		
						RECOMMENDATIONS	RANK	
GUMULATIVE								
06-9012	The Miami Children's Museum, Inc.	Miami Children's Museum - Educational Classrooms	Miami-Dade	\$500,000	96.7	\$500,000	1	\$500,000
06-9004	Pensacola Opera, Inc.	Pensacola Opera Center Modernization	Escambia	\$44,000	96.0	\$44,000	2	\$544,000
06-9040	City of Lake Wales	Hardman Hall - (A Performing Arts Auditorium)	Polk	\$110,000	95.0	\$110,000	3	\$654,000
06-9038	Naples Botanical Garden, Inc.	Lake Development in NE section of Master Plan: Phase One	Collier	\$500,000	94.0	\$500,000	4	\$1,154,000
06-9036	Beaches Area Historical Society, Inc.	Beaches Area Historical Museum & Archives Renovation & Expansion of Art & Education Building	Duval	\$220,634	93.7	\$220,634	5	\$1,374,634
06-9016	Citrus County Art League, Inc.		Citrus	\$42,376	93.0	\$42,376	16	\$1,417,010
06-9041	The Hippodrome State Theatre, Inc.	Hippodrome State Theatre Renovation	Alachua	\$111,124	93.0	\$111,124	16	\$1,528,134
06-9046	Riverside Theatre, Inc.	Riverside Theatre: Renovation and Expansion	Indian River	\$500,000	93.0	\$500,000	16	\$2,028,134
06-9023	City of Daytona Beach	Peabody Auditorium	Volusia	\$150,000	91.8	\$150,000	9	\$2,178,134
06-9024	Sands Theater Center, Inc.	Athens Theatre Renovation	Volusia	\$500,000	91.4	\$500,000	10	\$2,678,134
06-9029	Florida Grand Opera, Inc.	Anderson Opera Center (AOC)	Miami-Dade	\$500,000	90.8	\$500,000	11	\$3,178,134
06-9034	City of Miami Beach	Byron Carlyle Theater Renovation Project: Phase 2	Miami-Dade	\$500,000	90.7	\$500,000	12	\$3,678,134
06-9033	Lowry Park Zoological Society of Tampa, Inc.	Safari Africa: Phase II	Hillsborough	\$500,000	90.3	\$500,000	13	\$4,178,134
06-9020	Florida Holocaust Museum, Inc.	Museum Expansion and Renovation Project	Pinellas	\$212,000	89.6	\$212,000	14	\$4,390,134
06-9031	The Town of Lake Park	Lake Park Town Hall Ballroom Theatrical Improvements	Palm Beach	\$100,000	89.4	\$100,000	15	\$4,490,134
06-9042	Lively Arts Center, Inc.	News-Journal Center	Volusia	\$500,000	88.3	\$500,000	16	\$4,990,134
06-9045	City of Miami Beach	Collins Campus Rotunda Restoration	Miami-Dade	\$400,000	88.0	\$400,000	17	\$5,390,134
06-9019	City of Daytona Beach	Daisy Stocking Park	Volusia	\$50,000	87.2	\$50,000	118	\$5,440,134
06-9022	South Florida Museum and Bishop Planetarium, Inc.	Pine Uplands, Riverine and Estuarine Exhibit	Manatee	\$179,000	87.2	\$179,000	118	\$5,619,134
06-9002	Florida Studio Theatre, Inc.	Foundation for the Future	Sarasota	\$470,555	87.0	\$470,555	120	\$6,089,689
06-9009	St. Lucie Preservation Association, Inc.	The Sunrise Theatre for the Performing Arts	St. Lucie	\$500,000	87.0	\$500,000	120	\$6,589,689
06-9028	Miami-Dade County Department of Cultural Affairs	South Miami-Dade Cultural Center	Miami-Dade	\$500,000	87.0	\$500,000	120	\$7,089,689

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Cultural Facilities Program - 2005-2006 Priority List

AAPNUM	ORNAME	PROJECT TITLE	COUNTY	REQUEST	AVG SCORE	FLORIDA ARTS COUNCIL RECOMMENDATIONS	RANK	CUMULATIVE
06-9005	Museum of Discovery and Science, Inc.	Phase II: Renovation and Repair Project	Broward	\$427,185	86.7	\$427,185	23	\$7,516,874
06-9018	City of Tampa	Bays, Beaches & Beyond at The Florida Aquarium	Hillsborough	\$250,000	86.4	\$250,000	24	\$7,766,874
06-9043	The Bok Tower Gardens Foundation, Inc.	Historic Bok Sanctuary Facilities-Renovation/Improvements	Polk	\$193,033	86.0	\$193,033	25	\$7,959,907
06-9026	City of Miami Parking Authority	Gusman Center for the Performing Arts: Phase VI	Miami-Dade	\$142,000	85.8	\$142,000	26	\$8,101,907
06-9025	Marinellife Center of Juno Beach	Loggerhead Marine Life Facility	Palm Beach	\$276,358	85.6	\$276,358	127	\$8,378,265
06-9032	The Glades Community Development Corporation	Old Belle Glade City Hall	Palm Beach	\$94,220	85.6	\$94,220	127	\$8,472,485
06-9003	Miami-Dade County Dept. of Parks and Recreation	Joseph Caleb Auditorium Renovations	Miami-Dade	\$230,608	84.0	\$230,608	29	\$8,703,093
06-9017	City of Hollywood	Young Circle ArtsPark	Broward	\$500,000	83.3	\$500,000	30	\$9,203,093
06-9001	Children's Museum of the Treasure Coast, Inc.	Renovation of the Old Chapel/Auditorium for a Children's Museum	Martin	\$500,000	82.7	\$500,000	31	\$9,703,093
06-9044	University of Miami	Myma & Seldon Palley Pavilion	Miami-Dade	\$239,610	81.3	\$239,610	32	\$9,942,703
06-9030	City of Belle Glade	Nature Park Amphitheatre	Palm Beach	\$180,930	80.0	\$180,930	33	\$10,123,633
06-9021	Philippine Cultural Foundation, Inc.	Phase II-Cultural Facilities Grounds Construction/Renovation	Hillsborough	\$150,000	79.4	\$150,000	34	\$10,273,633
06-9014	East Coast Zoological Society of Florida, Inc.	Nyami Nyami River Lodge	Brevard	\$494,257	79.3	\$494,257	35	\$10,767,890
06-9039	City of Oviedo	Downtown Amphitheatre	Seminole	\$250,000	77.7	\$250,000	36	\$11,017,890
06-9013	Taylor County Board of County Commissioners	Heritage Pavillion	Taylor	\$55,000	77.3	\$55,000	37	\$11,072,890
06-9007	Putnam County Board of County Commissioners	Amphitheater: Roof Structure Addition	Putnam	\$25,800	77.0	\$25,800	38	\$11,098,690
06-9011	City of Plantation	City of Plantation Amphitheater	Broward	\$217,158	76.3	\$217,158	39	\$11,315,848
06-9037	Sun 'N Fun Fly-In, Inc.	Florida Air Museum Expansion	Polk	\$423,102	75.0	\$423,102	40	\$11,738,950
	<b>TOTAL</b>			<b>\$11,738,950</b>		<b>\$11,738,950</b>	<b>1 = tied</b>	

## SECTION 6 - GENERAL GOVERNMENT

	FROM GRANTS AND DONATIONS TRUST FUND . . .	607,592	
	FROM OPERATING TRUST FUND . . . . .	518,423	
2943	OPERATING CAPITAL OUTLAY		
	FROM GRANTS AND DONATIONS TRUST FUND . . .	150,000	
	FROM OPERATING TRUST FUND . . . . .	22,500	
2944	SPECIAL CATEGORIES		
	GRANTS AND AIDS - HISTORIC MUSEUM GRANTS		
	FROM GENERAL REVENUE FUND . . . . .	1,750,000	
2945	SPECIAL CATEGORIES		
	GRANTS AND AIDS - HISTORIC PRESERVATION		
	GRANTS		
	FROM GENERAL REVENUE FUND . . . . .	2,000,000	
	FROM OPERATING TRUST FUND . . . . .		85,870
2946	SPECIAL CATEGORIES		
	RISK MANAGEMENT INSURANCE		
	FROM GENERAL REVENUE FUND . . . . .	14,667	
	FROM OPERATING TRUST FUND . . . . .		15,521
2947	SPECIAL CATEGORIES		
	TRANSFER TO DEPARTMENT OF MANAGEMENT		
	SERVICES - HUMAN RESOURCES SERVICES		
	PURCHASED PER STATEWIDE CONTRACT		
	FROM GENERAL REVENUE FUND . . . . .	29,165	
	FROM GRANTS AND DONATIONS TRUST FUND . . .		5,645
	FROM OPERATING TRUST FUND . . . . .		4,835
2948	DATA PROCESSING SERVICES		
	OTHER DATA PROCESSING SERVICES		
	FROM GENERAL REVENUE FUND . . . . .	34,746	
2948A	FIXED CAPITAL OUTLAY		
	ARCHAEOLOGY AND HISTORICAL FACILITIES -		
	DMS MGD		
	FROM GENERAL REVENUE FUND . . . . .	300,000	

Funds in Specific Appropriation 2948A are provided for the planning and designing of a state Archaeology Curation and Conservation Facility.

2949 FIXED CAPITAL OUTLAY  
MISSION SAN LUIS FORT CONSTRUCTION  
FROM GRANTS AND DONATIONS TRUST FUND . . . 2,381,100

The funds in Specific Appropriation 2949 shall be used to complete construction of the seventeenth century Spanish Fort at Mission San Luis. The Department of State shall contract with the Department of Management Services for administration of this project.

2949A GRANTS AND AIDS TO LOCAL GOVERNMENTS AND  
NONSTATE ENTITIES - FIXED CAPITAL OUTLAY  
GRANTS AND AIDS - SPECIAL CATEGORIES -  
ACQUISITION, RESTORATION OF HISTORIC  
PROPERTIES  
FROM GENERAL REVENUE FUND . . . . . 12,804,000

From the funds in Specific Appropriation 2949A, \$12,500,000 is provided to fund the historical preservation projects that were selected in accordance with chapter 1A-35.007, Florida Administrative Code.

From the funds in Specific Appropriation 2949A, \$304,000 is provided for the Cuban Club Rehabilitation Project in Hillsborough County.

2949B GRANTS AND AIDS TO LOCAL GOVERNMENTS AND  
NONSTATE ENTITIES - FIXED CAPITAL OUTLAY  
GRANTS AND AIDS - SPECIFIC CULTURAL AND  
HISTORIC PROJECTS  
FROM GENERAL REVENUE FUND . . . . . 872,000

Funds in Specific Appropriation 2949B from the General Revenue Fund shall be allocated as follows:

Florida African American Heritage.....	250,000
Myrtle Ave Landmark Jacksonville.....	122,000
Digitize University Museum Collections.....	500,000

**2004-2005  
Cultural Facilities Program  
Rollover Priority List**

<b>2004-2005 CULTURAL FACILITIES PROGRAM ROLLOVER PRIORITY LIST</b>					
<u>App#</u>	<u>Organization</u>	<u>County</u>	<u>Project Title</u>	<u>Rank</u>	<u>Approved Request</u>
05-9416	Florida Grand Opera	Miami-Dade	Anderson Opera Center	1	\$500,000
05-9435	Armory Art Center	Palm Beach	New Century Campus Upgrades	2	\$500,000
05-9408	Mote Marine Laboratory	Sarasota	Marine Mammal Visitor Center	3	\$500,000
05-9414	Tampa Bay Performing Arts Center	Hillsborough	Facility Expansion & Renovation	4	\$500,000
05-9426	Civic Theatre of Central Florida	Orange	Renovation (Phase III)	5	\$500,000
05-9429	Young at Art of Broward	Broward	Cultural Arts Complex - Phase I	16	\$500,000
05-9403	Philharmonic Center for the Arts	Collier	Theater and Rehearsal Hall	16	\$500,000
05-9421	PACT	Pinellas	Ruth Eckerd Hall Expansion, Phase II	16	\$500,000
05-9439	The Gainesville Little Theatre	Alachua	New Theatre	9	\$360,200
05-9409	The Bok Tower Gardens Foundation	Polk	Renovation/Improvements	110	\$175,281
05-9419	The Hippodrome State Theatre	Alachua	Renovation	110	\$99,250
05-9425	Miami-Dade County Department of Cultural Affairs	Miami-Dade	South Miami-Dade Cultural Center	12	\$500,000
05-9442	Raymond F. Kravis Center for the Performing Arts	Palm Beach	Expansion Project	13	\$500,000
05-9431	Rollins College (Cornell Fine Arts Museum)	Orange	Cornell Fine Arts Museum's Facility Renovation	14	\$500,000
05-9432	Naples Botanical Garden	Collier	Naples Botanical Garden Project	115	\$500,000
05-9436	Bethune-Cookman College	Volusia	The Mary McLeod Bethune Performing Arts Center	115	\$500,000
05-9422	Florida Studio Theatre	Sarasota	Foundation for the Future	17	\$500,000
05-9401	City of Miami Parking Authority (Gusman)	Miami-Dade	Gusman Center for the Performing Arts: Phase VI	18	\$500,000
05-9418	Cultural Center of Charlotte County	Charlotte	Building and Renovation	19	\$500,000
05-9407	City of Hollywood	Broward	Young Circle ArtsPark	20	\$500,000
05-9491	<b>Miami-Dade County Performing Arts Center</b>	Miami-Dade	Pedestrian Bridge / Terrace Walkways	21	<b>Regional</b>
This organization has been recommended for funding for the same project under the Regional Cultural Facilities Program. The recommendation reflects the organization's funding preference.					
05-9430	Florida Holocaust Museum	Pinellas	Museum Expansion and Library Construction	22	\$500,000
05-9415	Lowry Park Zoological Society of Tampa	Hillsborough	Londolozi: An African Exhibit	123	\$500,000
05-9412	The Miami Children's Museum	Miami-Dade	Miami Children's Museum - New Facility	123	\$500,000
05-9490	<b>City of Tampa / Tampa Museum of Art</b>	Hillsborough	New Museum Facility	25	<b>Regional</b>
This organization has been recommended for funding for the same project under the Regional Cultural Facilities Program. The recommendation reflects the organization's funding preference.					
05-9424	Florida Heartland Heritage Foundation	Highlands	Phase: 2 Amphitheatre Construction	26	\$380,200
05-9440	City of Clewiston	Hendry	Clewiston Performing Art Center	27	\$69,000
05-9406	Museum of Discovery and Science	Broward	Phase II: Renovation and Repair Project	28	\$470,000
05-9441	Limelight Theatre	St. Johns	Acquisition, Renovation and Expansion Project	29	\$275,256
05-9434	Palm Beach Playhouse	Palm Beach	Jupiter Theatre Renovations	30	\$500,000

**2004-2005  
Cultural Facilities Program  
Rollover Priority List**

Attachment # 11  
Page 17 of 18

<u>App#</u>	<u>Organization</u>	<u>County</u>	<u>Project Title</u>	<u>Rank</u>	<u>Approved Request</u>
05-9404	City of Miami Beach / Byron-Carlyle Theatre	Miami-Dade	Byron-Carlyle Theater Renovation Phase II	131	\$500,000
05-9443	Citrus County Art League	Citrus	Art League's Cultural Center Art Center Theatre	131	\$42,375
05-9413	Philippine Cultural Foundation	Hillsborough	Phase III - Paving Expansion/Renovations	33	\$100,000
05-9427	Liberty County Board of County Commissioners	Liberty	Community/Cultural Center	34	\$119,900
05-9417	Museum of Science and Industry Foundation	Hillsborough	MOSI Expansion/Renovation Phase II	35	\$500,000
05-9405	City of Miami Beach / Colony Theatre	Miami-Dade	Colony Theater Renovation Phase 3	36	\$500,000
05-9437	Honor America, Incorporated	Brevard	Liberty Bell Memorial Museum	37	\$14,200
05-9410	The Town of Lake Park	Palm Beach	Town Hall Ballroom Theatrical Improvements	38	\$100,000
05-9420	St. Lucie Preservation Association	St. Lucie	The Sunrise Theatre	39	\$500,000
05-9402	East Coast Zoological Society of Florida	Brevard	Cultural Performing and Meeting Center	40	\$498,430
05-9438	Florida Institute of Technology	Brevard	Public Radio Studio Construction	41	\$50,000
05-9433	Glades Community Development Corporation	Palm Beach	Old Belle Glade City Hall	42	\$50,000
05-9423	The Cultural Arts Center	Volusia	Renovation and Realignment	43	\$36,000
05-9411	Village of Royal Palm Beach	Palm Beach	Veterans Park Pavilion & Lawn	44	\$500,000
<b>TOTAL AMOUNT</b>				<b>T=ied</b>	<b>\$15,840,093</b>

SECTION 6 - GENERAL GOVERNMENT

2871BL GRANTS AND AIDS TO LOCAL GOVERNMENTS AND  
NONSTATE ENTITIES - FIXED CAPITAL OUTLAY  
GRANTS AND AIDS - SPECIAL CATEGORIES -  
CULTURAL FACILITIES PROGRAM  
FROM GENERAL REVENUE FUND . . . . . 4,169,346

Funds in Specific Appropriation 2871BL are provided for the cultural facility projects that were selected in accordance with Chapter 1T-1.001, Florida Administrative Code, and section 265.701, Florida Statutes.

2871BM GRANTS AND AIDS TO LOCAL GOVERNMENTS AND  
NONSTATE ENTITIES - FIXED CAPITAL OUTLAY  
GRANTS AND AIDS - REGIONAL CULTURAL  
FACILITIES  
FROM GENERAL REVENUE FUND . . . . . 1,000,000

From funds in Specific Appropriation 2871BM, \$500,000 is provided for each regional cultural facility project that is in compliance with Section 265.702, Florida Statutes, and is priority ranked under Chapter 1T-1.001, Florida Administrative Code.

TOTAL: CULTURAL SUPPORT AND DEVELOPMENT GRANTS		
FROM GENERAL REVENUE FUND . . . . .	14,282,500	
FROM TRUST FUNDS . . . . .		200,279
TOTAL ALL FUNDS . . . . .		14,482,779
TOTAL OF SECTION 6 POSITIONS 19,527.25		
FROM GENERAL REVENUE FUND . . . . .	1250,199,667	
FROM TRUST FUNDS . . . . .		3080,642,369
TOTAL ALL FUNDS . . . . .		4330,842,036

		<u>% of Presenting Revenues</u>			
Presenting Expenses	Performance Hall				
	Broadway	84%	\$2,494,800		
	Other Entertainment	84%	\$623,700		
	Cultural	94%	\$372,240		
	Student-oriented Entertainment	79%	\$182,490		
	Multi-purpose Theater				
	Cultural Presentations	94%	\$61,688		
	Commercial Presenting	89%	\$35,044	\$3,769,961	
		<u>% of Presenting Revenues</u>			
Education Programs	Direct Cost of Perf Hall Performances	130%	\$107,250		
	Direct Cost of MP Theater Performances	130%	\$34,125		
	Education Program Staff		\$30,000		
	Camp and After-school Program Costs		\$25,000		
	Other Program Costs		\$10,000	\$206,375	
Administration	Personnel	Page 4	\$650,000		
	Insurance and Bonding		\$140,000		
	Institutional Promotion		\$55,000		
	Office Equipment/Systems		\$80,000		
	Office Supplies/Services		\$40,000		
	Development Expenses		\$30,000		
	Legal/Accounting		\$25,000		
	Travel and Entertainment		\$20,000		
	Dues, Memberships and Publications		\$2,500		
	Telephone		\$11,000	\$1,023,500	
Ticket Office	Personnel	Page 4	\$191,000		
	Network Maintenance		\$15,000		
	Miscellaneous	Cost/Attender	\$2,500		
	Postage	\$0.05	\$15,146		
	Ticket Printing	\$0.02	\$6,058		
	Supplies	\$0.04	\$12,117		
	Ticketing Service (net)	\$0.03	\$9,087	\$250,908	
Theater Operations	Salaried Personnel	Page 4	\$575,000		
	Stage Hands	Charge/Day	Use Days		
	Performance Hall	\$569	278	\$158,126	
	Multi-purpose Theater	\$180	330	\$59,400	
	Event Cleaning		Performances		
	Performance Hall	\$158	163	\$25,754	
	Multi-purpose Theater	\$50	197	\$9,850	
	House Staff		Performances		
	Performance Hall	\$202	163	\$32,965	
	Multi-purpose Theater	\$56	197	\$11,032	\$861,096
Building Services	Salaried Personnel	Page 4	\$202,500		
	Utilities	Cost/SF	SF		
	Utilities	\$2.50	229,000	\$572,500	
	Repairs and Maintenance	\$1.50	229,000	\$343,500	
	Service Contracts	\$1.50	229,000	\$343,500	
	Security Service	Hourly	Hours		
	Security Service	\$13.00	13,140	\$170,820	
	Security System Maintenance			\$10,000	
	Site Maintenance	Cost/SF	Outdoor Area		
	Site Maintenance	\$0.25	\$0,000	\$12,500	\$1,655,320
TOTAL EXPENSES					\$7,767,160
TOTAL REVENUES					\$6,050,211
RESULT OF OPERATIONS					\$(1,716,949)
EARNED REVENUES/OPERATING EXPENSES					78%